



# MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA



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## Contents

	Page
The President's Message by B. A. Hodapp	6
President, The National Association of Foremen	
The Uncommon Man by Enders M. Voorhees	9
Chairman, finance committee and member of board of directors, United States Steel Corporation	
Industry's "Middle Man" by Maurice R. Franks	12
Director, National Labor-Management Foundation	
He Must Be A Leader by William B. Given, Jr.	13
President, American Brake Shoe Company	
The Biggest Sales Job In All History by Fred G. Clark	15
General Chairman, American Economic Foundation	
Industry Sees Silver Lining In NAF Silver Anniversary Meeting	18
Stars Are Sensational—But Teams Win Games by E. M. Selfe	21
Supervisor, Detroit-Edison Company	
NAF Convention City Is Mecca Of Liberty by Ray Monsalvage	22
Administrative Assistant, The National Association of Foremen	

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### DEPARTMENTS:

Contributors	8
"We Look At Washington" by Harry P. Jeffrey	5
"Fact And Opinion" by the Editor	24
Cover—(Biography)	33
"Developing Managers" by William Levy	26
NAF Club Features And News	35
Men of Management	48
Foremen's Round Table	32
NAF Calendar	56
"Thank You, Mr. Advertiser"—(Advertisers' Index)	63

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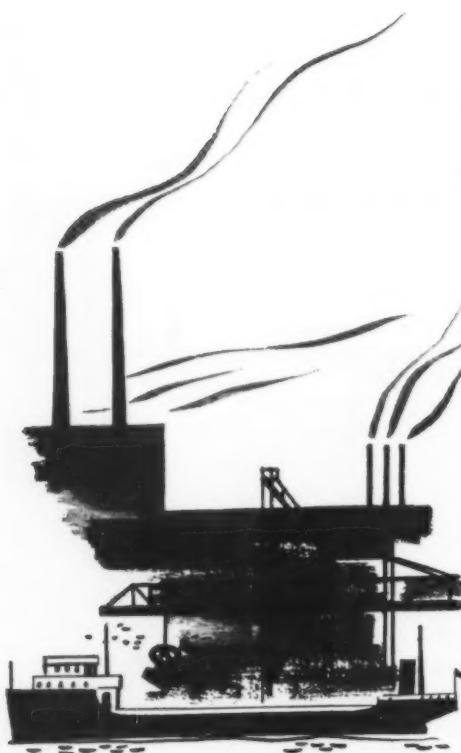
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**I**T takes men, money and machines to bring a product to the market, but the most important of these is men.

*For from the creative urge that can come only from men, through to the building, distributing and building acceptance for the product, the inspired work of men is the co-ordinating factor that keeps all other components in mesh.*

In our business, we are extremely conscious of the keystone position occupied by our foremen; extremely proud of the vital role they serve so well. They are the strongest link between managerial planning and plant execution.



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MANAGE

## Our Contributors

**Mr. Enders M. Voorhees**, chairman of the finance committee and a member of the board of directors of the United States Steel Corporation, writes about the most significant aspects of our American competitive system. These, as set out with such uncommon simplicity in his "The Uncommon Man", are fundamentals which every man who accepts a position of leadership of people in industry should be prepared to talk over with them.

Mr. Voorhees was born in Amsterdam, New York, April 28, 1891. After completing his high school education in that city, he attended Dartmouth College and was graduated in 1914.

Mr. Voorhees began his business career with the firm of Hollis H. Sawyer and Company of Boston, later going to Manila, P. I., with the Pacific Commercial Company, an exporting and importing firm. This was followed by three years with the U. S. Rubber Company in New York. Before joining Johns-Manville Corporation, Mr. Voorhees entered industrial engineering work for William A. Harriman & Co., and Sanderson & Porter.

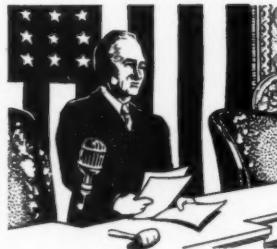
In the more than nine years that Mr. Voorhees was associated with Johns-Manville Corporation, he was successively general auditor, treasurer, secretary, vice president and director. His work with the Johns-Manville Corporation and in other industrial organizations gave him a broad experience in industrial management and organization problems. Mr. Voorhees is a member of the board and executive committee of Johns-Manville, having been elected to that post on October 21, 1940. He is also a trustee of the New York Trade School.

In January, 1937, Mr. Voorhees was appointed vice chairman of the finance committee of United States Steel, and was elected a member of the board for the term expiring in 1938. He assumed this new post April 1, 1937. Approximately one year later, on April 5, 1938, Mr. Voorhees was elected chairman of the Finance Committee and was reelected to the board of directors.

**Mr. Williams Barns Given, Jr.**, president, American Brake Shoe Company, digs deeply into his rich experience with the development of management men in his message "He Must Be A Leader." After reading what he has to say we begin to recognize how truly a great profession management can be.

Mr. Given was born in Columbia, Pennsylvania, December 7, 1886 and was educated at Hill School, Massachusetts Institute of Technology, and Sheffield Scientific School—Yale—1908. After he was graduated he was employed by Harris Trust & Savings Bank 1908-10, Wm. A. Read & Company 1910-11, and came with Brake Shoe in 1911 where he was secretary to the president until 1916; assistant to president 1916-17; assistant vice-

(Continued Page 26)



## We Look At WASHINGTON



By Harry P. Jeffrey, NAF Legal Counsel

"**W**HAT has Washington to do with me? . . . Why should I watch what goes on down there?" . . . Just a few short years ago, such questions might have been justified for most foremen and supervisors busy running their departments, overseeing the men working under them, and keeping up with a production schedule.



Today, the picture has changed completely. Uncle Sam dips his hand right into our pay envelopes and takes out a share for income tax and other purposes. Of this, we are all too well aware. But Washington affects us in many other equally

important ways of which we are less conscious. This is particularly true in industry.

For this reason and using this column as a telescope, we shall attempt to focus our lens on Washington and observe at close range what happens in the nation's capital in the field of labor-management relations, with particular reference to foremen and supervisory employees.

In this first article, let us briefly review legislation and court decisions which have established the present status of the supervisor. In 1935, the Congress passed the National Labor Relations Act, popularly known as the Wagner Act. But this act made no reference to foremen and supervisory employees, indeed never used the terms. The committee hearings and the debates on the measure in both the Senate and House of Representatives are absolutely bare of any reference to foremen and supervisory employees.

The reason is obvious. The measure was designed "to remove obstructions to the free flow of interstate commerce." Unions of foremen for collective bargaining purposes were unknown. Their relations with top management were not obstructing the free flow of commerce.

Historically foremen were the first link in the chain of management. They were the direct representatives of and spokesmen for management to the production workers. Time and again, in the courts and before governmental bu-

reas and boards, the employer was held responsible for and was bound by the acts of his foremen.

But in 1942, some seven years after the Wagner Act had been in effect, the claim was first made that foremen and supervisors were covered by the Act in a case before the National Labor Relations Board. The Board first interpreted the Wagner Act to include organizations or unions of foremen and supervisory employees, then in later cases reversed itself, and finally completed another somersault and adopted its first interpretation.

A number of complex questions grew out of the original ruling. Who was a foreman? Just how much authority must a supervisor exercise to distinguish him from a production worker? Could a union of foremen and supervisors be affiliated with the same parent or international union as that with which the production worker under him were affiliated? If so, could the foremen represent higher levels of management in the daily contact with the rank and file workmen? If organizations of foremen were to be recognized under the Act, why not recognize organizations of department heads, superintendents and division heads?

In the famous Packard Motor Car Company case, which was carried to the United States Supreme Court, the National Labor Relations Board held that these foremen did not exercise sufficient authority to make them a part of management. But in the L. A. Young Spring and Wire Corporation case, the Board ruled that it made no difference whether the foremen exercised much or little authority, their union would be recognized under the Act under any circumstances. Finally, in the Jones & Laughlin case, the Board ruled that it would recognize a union of supervisors even though they belonged to the same union as did the men whom they supervised.

Further legislation was inevitable and necessary. Indeed the Supreme Court in the Packard case invited definite action by the Congress. A number of bills were introduced in the Congress from time to time attempting to deal with the problem. In 1947 in the "Taft-Hartley" Act, a comprehensive definition of a supervisor was laid down. The Act then declared that such a supervisor

(Continued Page 56)

Tired of needless food shopping trips?



Unhappy because your favorite foods are out of season?

Always "caught short" when company comes?

## THE PRESIDENT'S MESSAGE

It is particularly fitting that in this, our Silver Anniversary Year, we should inaugurate our own official magazine—MANAGE. The men of very real vision who founded our Association a quarter-century ago endowed us with principles, courage of conviction, and a desire to continually foster the spirit of unity in all areas of management. They also instilled us with a continuing desire to progressively move forward.

Culminating several years of planning, we have reached another milestone in our forward development. MANAGE will further weld the bond of association between the clubs in practically every state in the Union. Reaching each member in his home, it will serve as a medium through which the membership can benefit by exchange of ideas and information about plans and facets of NAF and of industry itself. It will serve as a clearing house for all levels of management from the first-line foreman to the chairman of the board.

Etched deeply in our minds are the problems of a war-ravaged world and the critical need for a greater acceptance, understanding and enthusiasm for our American competitive economy. As men in management, it is our responsibility to pull together, to insure the generations to come that we will pass on to them the heritage which our forefathers gave to us. Pledged to this goal, working harmoniously together and building sound human relationships, we can encourage a degree of productivity to an extent yet unknown.

We start this magazine with the highest hopes for its initial success, constant growth and continued improvement. We have secured a competent technical staff and have made our plans very carefully. It's important to remember, however, that it can not function effectively for management men unless you need, want and support it. You have an opportunity to contribute to the magazine and through it to your own development and improvement of work. It will expand and grow as you support it. Remember, this is *your* magazine.

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OF FOREMEN

*B. A. Hodges*

President



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## "I say—Let's tax the profit out of business!"

Attaboy, Mr. Rabble-rouser! Keep right on broadcasting ideas like that . . . as long as you don't care what you say or do in order to get votes.

But suppose, Mr. Rabble-rouser, that this idea of yours were taken seriously. Let's have a look at what happens when business can't make a profit.

Remember 1938? That was a year when there was little or no profit left in most businesses. Then *more than 10 million persons* were unemployed. Remember the more than 3 million on W. P. A.?

That year . . . 1938 . . . Republic *lost* about 8 million dollars. Republic produced 2,761,000 tons of steel ingots, and its payroll amounted to only 58 million dollars . . . \$20 in wages per ton of steel produced.

Last year . . . 1947 . . . most companies made a profit. *And America had an all-time high of 60 million employed*, at better wages than ever before.

Last year, Republic earned a *profit* of 31 million dollars. And Republic produced a record total of almost 8 million tons of steel, and had a payroll of 219 million dollars . . . \$28 in wages per ton of steel produced. Payroll 4 times greater than in profitless 1938! Wages per ton of steel nearly half again as much. Hourly and weekly earnings at an all-time high! Better paying jobs for many more people!

What do you say, Mr. Rabble-rouser? Do you want good profits, plenty of jobs, high wages and security for the future? *Or no profits, fewer jobs, lower wages and a chance to bring back W. P. A.?*

### REPUBLIC STEEL CORPORATION





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*that a nation may thrive,  
progress and prosper*

LISTEN TO THE SOUND OF AMERICA—the whirl of engines in ships and planes, in trains and factories . . . the hum of oil burners in homes, schools, hospitals . . . the roar of farm tractors . . . the purr of new cars and the rumble of trucks. Listen—and you know the important work oil does to help the growth and progress of America.

The individual companies in the petroleum industry—34,000 of them—are continuously working to see that the nation gets the oil it needs.

In 1947, the demand for oil was greater than ever before,

and oil companies broke every record . . . produced over 70 billion gallons of petroleum products for your use. This 53% increase over 1938 production is greater than record war-time petroleum output.

We're proud of the part our company plays in serving this great industry and helping oil companies to improve one of their most important products—gasoline. The increasing use of "Ethyl" antiknock compound has resulted in a steady rise in gasoline quality, which in turn, has meant better and better transportation for all Americans.

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# THE UNCOMMON MAN

**"Ours Can Be The Land Of And For Uncommon Men As Long As — But Only So Long As — Those Men Understand And Resist The Temptation To Turn It Into A Different Kind of Land."**

By Enders M. Voorhees, Chairman, Finance Committee United States Steel Corporation

**M**ORE than any other land ours is the land of and for Uncommon Men. Yet to keep America of and for Uncommon Men requires that the Uncommon Men within it appreciate the fundamentals that underlie it because it is to them that others turn for guidance in attitudes and decisions which can have far-reaching effects on our country.

## Can It Endure?

This is not always easy to do because the very conditions which make it possible for men in America to make the most of that which is uncommon about themselves are also the conditions which insidiously tempt them to abandon the underlying fundamentals. This is so true that down through our history both friends and foes have feared or claimed that the people in America would so little understand or cherish the fundamentals of their country that they would lose them, and

that individual liberty would be permanently replaced by dictatorial government.

For example, Madison in the tenth Federalist paper foresaw that possibility but hoped it would not happen. Ben Franklin told the people they had a representative republic and hoped—but did not predict—they could keep it. The historian, Lord Macaulay, in a famous letter to H. S. Randall in 1857, asserted the system could not endure. William Graham Sumner, writing in the 1880's, had similar doubts. Incidentally it was from his classic, "What Social Classes Owe to Each Other," that the phrase "The Forgotten Man" was stolen; but its definition was reversed in a way to make its author turn over in his grave with horror. And then we can also remember that Karl Marx and Hitler both hated and predicted the destruction of American-type opportunity for the common man to be an Uncommon Man instead of a predetermined and regulated cog in an all-powerful State machine. I repeat that ours can be the land of and for Uncommon Men as long as—but only so long as—those men understand and resist the



Enders M. Voorhees, chairman, Finance Committee, and a member of board of directors, United States Steel Corporation.

temptation to turn it into a different kind of land. Let me explain briefly.

## Perfecting the Uncommon

The Uncommon Man is one possessed of special aptitudes and talents which in America he is allowed and encouraged to develop. For example, the many who graduated this year from our trade and technical schools thereby proved themselves to be men of that sort. They have had the ambition, the determination and the opportunity to develop their particular talents and skills. They have perfected themselves for service and performance in specialized occupations.

## The Results in Production

This is all to the good because it is part of the glorious story of America—of the majestic rise in its productivity—a rise which lifted living scales more than they had advanced throughout all history prior to the advent of the American Republic—a rise to previously undreamed health, wealth and security—a rise that shifted the burdens of production from the backs of men to the machinery they devised. Such achievement comes partly from the fact that no American is born into rigid class restriction or predetermined servitude. On the contrary, no limit, short of coercing or stealing from others, is placed on his choice of occupation and initiative in pursuing it. He is free to develop whatever capacities he possesses. He is free to offer his products or services in the court of final appeal—that is, to King Customer in the nation's voluntary and competitive markets, where the worth of his product is continuously judged by all his neighbors interested in buying or selling it. Those markets, when free of monopoly and political dictation, are the most democratic thing in America. The individual's right to appeal through them to the combined judg-



**OUR "TOOLS" AT WORK**—Man-made mountains of ore serve as a dramatic foreground for two of the world's newest and largest blast furnaces just put into operation at the South Works, Chicago, of U. S. Steel's Carnegie-Illinois Steel Corporation. These two furnaces, each capable of producing 1500 tons of molten iron a day, are part of U. S. Steel's \$800,000,000 postwar improvement and development program. Overhead crane (foreground) carries the rich, red ore to the blast furnace.—Courtesy U. S. Steel.

ment of all his neighbors is a most significant bulwark of economic justice and individual independence. Bar the man's right competitively to sell his own services or product, unhindered in the presence of all others, and he becomes enslaved to whomever will hand him a living dole, demanding abject obedience in exchange.

#### King Customer's Rewards and Compulsions

King Customer—who is each and every one of us as consumers—supplies to each the prospect of reward and the compulsion of competition to discover and perform the most useful service of which he is capable. America is so productive because so many people concentrate on doing those things they can do better than others can, and then freely exchange in the markets the fruits of their efforts to their vast mutual benefit. It is a land where each expertly produces one thing but can get its equivalent in everything else. It is the place, one of the few on earth, where all men are born free and equal to make the most of their native inequalities.

#### An Exchange Economy

But this has involved sacrifice of individual self-sufficiency. In pioneer days the family or small community itself directly produced from the land most of that which it consumed. Each man was his own tool provider, his own customer and his own "jack of all trades" worker. We are much removed from those times. We now produce for each other instead of directly for ourselves. Ours is an exchange economy. But what concerns me about this is the opportunity it affords for loss of that broad insight and balanced judgment about basic truths that it is the Uncommon Man's responsibility to achieve and retain if ours is to remain a land of and for Uncommon Men. Let me illustrate.

#### Inter-Group Grievances

As each individual becomes specialized there is diminishing need in the course of earning a living to know what other people in other lines of activity are contributing. As the interest in knowing about them lags, the knowledge about them diminishes. The realization of how important the contributions of others are to the co-ordinated functioning of all production also becomes dim.

I wonder, for example, if the coal miner and his wife realize the extent to which the savings and efforts of others have been invoked to provide the can of peas they open for dinner. The miner himself provided coal that was turned into coke which was used to make steel out of ore mined by another in another corner of the country. Both of them used tools provided out of the savings of other groups, and with which tools the ore was fashioned into the steel that went into the can. Involved also were the farmer's efforts and his savings in the form of tools;



Guy R. Crooks, roll shop foreman at the McDonald (Ohio) Works of U. S. Steel's Carnegie-Illinois Steel Corporation, checks a roll pass for channels with Robert W. Watts, roll turner apprentice . . . "Under specialization people do not themselves directly consume what they produce" . . . Photo by courtesy of U. S. Steel.

so also were those of tin miners on the other side of the world; so also were the efforts and tools behind the paper and printing of the label; so also were those behind the trains, trucks and boats that moved all these things to bring peas to the miner's table.

With productive specialization we all live better; but we can do it only in terms of unending team play and tool providing. It is all too easy to forget the importance of the other fellow's contribution.

As interest, knowledge and appreciation of the other's part in the team play becomes dim in the light of one's own preoccupation, then it is quite natural to belittle the other fellow's contribution and to ennable one's own. From there it is an easy step to pretending or believing that the other fellow gets paid too much and one's self is not paid enough. Being remote from each other, for example, the employee thinks his wage is too low and the owner's profit is too big, and vice versa; while the customer thinks both get too much and the price is too high. The politician sides with the more numerous voters promising them something for nothing, to be paid for by bigger taxes on less numerous voters. Everybody forgets that everybody is in some measure simultaneously customer, capitalist and worker; and that in beating each other over the head they are in reality beating themselves down.

Specialized production or service also, quite naturally, throws those similarly engaged together and so we have trade unions, labor unions, industry associations, farm organizations, and all kinds of societies of doctors, lawyers, managers, accountants, economists, statisticians, investors, engineers, scientists and so on. This is good because it spreads knowledge of better

ways to do things among those engaged in similar arts. But it is also bad because it aggravates the natural misconception of what other groups contribute to production and thus multiplies mutual grievance rather than encourages common understanding. Fancied wrongs seem real if we talk only to those of a similar fancy and soon we are likely to find ourselves organized into monopolies or pressure groups to get something for nothing from the other fellow who is assumed to be getting too much for too little.

#### Fear of Loss of a Job

One other consequence of specialization—or of the division of labor, as the economists would call it—is worth noting. It is its aggravation of men's fears. Under specialization people do not themselves directly consume what they produce: The welder cannot house, clothe or feed himself with the bondings his torch has made. The printer cannot eat his words—though, at that, he may sometimes be bidden to do so. Nor is nourishment provided directly by adjusting a carburetor. Each man gets a money income for his expert accomplishment and then uses that money for many consuming and saving purposes. Single-source income for multi-purpose expenditure is a characteristic—and a necessary one—of a mass producing, high-level consuming country. But its consequence is that fear of loss of a job is perhaps the most continuously dominant fear in America and an emotional force undermining good judgment.

#### Resulting Peculiar Notions

Out of all this have come some notions that would seem funny to that early pioneer in close personal touch with the combined processes of work-

ing, saving, tool providing and consuming. Take, for example, the phrase, "The right to work"—often interpreted nowadays as a right to get paid without working. The pioneer sought no "right to work." To him hard labor was something meted out to criminals as a punishment. But he knew he was confronted with dire necessity to work if he was to live. It is as true today as then. It is not a "right;" it is an obligation—to one's self and to others.

Or take the notion that it is anti-social to be thrifty, that spending is the way to prosperity. I suspect that the pioneer would have thought such a notion to be immoral then and even more immoral today. He knew—and he knew that even the squirrel knew—that only by saving for the rainy day could he hope to survive it. His thrift was his social security. He also knew that only through thrift could he acquire better tools of production and that only with better tools could he produce more goods and have a better living. Nor would he be such a fool as to provide tools out of his sacrifice and thrift that meant no profit to him in their use or their rental. That would indeed have been a sinful waste.

It is as true today as it was then that thrift is the source simultaneously of security and of the tools of progress. It is even more true because the individual's own thrift plus his willingness to work at what King Customer says he is worth are his only means, short of living on charity, of surviving in a land of single-source incomes. The spending preaching is both immoral and insulting: It is immoral because it would destroy man's individual independence and dignity;

it is insulting because it assumes that men have less intelligence than squirrels.

One other queer notion would, I suspect, have provoked that pioneer's hilarity—the idea that the community owes everyone in it a living. With ridicule and scorn he instantly would have dissolved that one into logical absurdity by saying, "Okay, let's all stop working and, instead, just collect from each other the livings we owe to each other."

#### Possible Seeds of Destruction

Let me repeat that ours is the land of Uncommon Men because all men have individual freedom and competitive compulsion to develop their particular aptitudes and to exchange the fruits of their exertion with each other in markets free of fraud, coercion, monopoly abuse and government dictation. The result has been little short of a miracle. But it carries the possible seeds of its own destruction because it segregates people into specialized occupations, indifferent to or ignorant of the contributions of other groups. It organizes selfishness, fortifies it with ignorance and galvanizes it with fear. It sets groups at each other's throats. It sets them competing for political power or for government intervention to enforce through taxation, subsidy or monopoly privilege the winner's theft of others' wealth. It is a situation ripe for any one who wants to do so to whip up fear, envy, greed, lust for power and, betting on the natural indifference of groups toward each other, to fortify his emotional oratory with half-truths or downright lies.

#### Emotions versus Understanding

Such emotions are perfectly human. They are indeed good and necessary. It is when they promote or prevent action unchecked by knowledge that evil results.

Take fear: If human beings were incapable of fear the race would long since have become extinct: He who fears not a fall from the cliff's top is likely to be a dead man at its bottom. But fear based on ignorance obstructs progress: It was not until fear of falling off the edge of the world was overcome that Columbus could discover America.

Envy is natural. When transmuted into emulation its consequence is good; but envy is evil if it promotes the "wrong-to-be-rich"—that is, for the other fellow to be rich—philosophy.

Greed, too, is quite human. More politely we call it ambition. Like envy it is good when promoting production, but evil when justifying in monopoly or taxation the "He's got it, let's take it" morality of the robber.

Lust for power over the other fellow is also too often too human. Power, rather than service, is too frequently the prize for which business leaders, labor leaders and politicians strive. I find no good in it and much danger. Once loosed, power feeds on itself—and a Hitler is the result. This was well known to the Founding Fathers and is why the Constitution separated the powers of government and bristles with prohibitions upon their exercise. It set terms of office so as to get people out of office before they could become entrenched in the exercise of power. It originally provided that taxes on people had to be equal to everybody so that the tax power could not be used legally to rob selected Peter to pay collective Paul.

#### Stockholders versus Employees

There are two specialized groups between whom understanding and cooperation are especially important but between whom, in recent years, misunderstanding and antagonism have been greatly promoted, perhaps deliberately, by those of communist leanings. I refer to the owners, that is, stockholders of corporations and to the employees of corporations. I said they were specialized groups. That is not quite true. Nearly every stockholder is also a worker; and nearly every worker is also, directly or indirectly, a capitalist. He either has savings invested in bonds or stocks, or he has savings in banks or with life insurance companies which by them have been invested to help provide the American tools of production. Nevertheless, profit has been labelled as sin, propagandized as enormous, blamed for inflation, represented as virtually stolen from employees' pay and, on the force of such falsehoods, subjected to doubled-up, confiscatory taxation. Such "hokum"—if I may use the word—is worth the Uncommon Man's investigation lest the innocent be injured and the un-

(Continued Page 48)



"... those who, through their savings, provide the tools of production are the workingman's greatest friend. . . ."—Bessemer converter in blast at the Gary Works of U. S. Steel's Carnegie-Illinois Steel Corporation. Converter at the right is receiving a charge of molten iron from the blast furnace. —Courtesy U. S. Steel.



Maurice R. Franks

G. Nelidoff Studio

## INDUSTRY'S "MIDDLE MAN"

By Maurice R. Franks

Director, National Labor-Management Foundation  
Editor, "Partners" Magazine

HERE is nothing mysterious about the success of American industry. No sleight of hand produced it. No rabbit's foot charmed it into being. No weird sorcery of any kind has been in any way involved. All cards have been dealt from the top of the deck and played face up on the table.

If our industry leads the world, the efficiency of American management—which naturally includes the foremen—and the efficiency of American labor have together been responsible. The superior know-how of management, geared to the superior capacity of labor, could hardly fail to turn out the most of the best for the least—even while maintaining the highest comparative standard of living for all concerned.

Most of all, the effect of superior teamwork is clearly defined when we examine the mechanism of American industry. For apart from their occasional differences, largely the work of willful saboteurs, American labor and American management have been instinctively inclined to operate as members of the same team, as partners in enterprise.

### Good Foremanship Revealed

In this picture—accurate as to general outline, at least—the stature of American foremanship stands twice revealed. For the foreman is invariably the central gear which couples management and labor at production level. It is he who takes the creative imagination of management and translates

it into action. It is he who takes the impersonal paper work of minds and the volatile individualities of men and hooks them together at the point of vital function. It is he whose responsibilities flow in both directions and whose powers of integration are tested at every turn of the wheel. Vertically, the foreman is the true middle man of industry. It is impossible for theoretical efficiency to by-pass him, for he stands as the final key to that upon which all industry depends—that degree of practical efficiency which spells the difference between success and failure in business.

In a horizontal sense, as well, the foreman is the perfect example of industrial middle man. In most cases, his operation stands neither at the beginning nor at the end of a line. Here again he is a vital gear connecting one department with those which adjoin it at either end, responsible to both in the maintenance of a steady flow of production through the hands of his people, a contributor to but never a master of the tempo of the total job. And here again his capacity for efficiency is put to a never-ending test.

Top management is well aware of the four-way responsibility of foremanship and in ever-increasing measure is laying its bid for plant-wide teamwork directly on its foremen's desks. This is reflected in the greater degree of care with which foremen are selected, the depth and scope of the training programs which are made available to them and the type of accomplishment which is made the basis for further promotion. In the developing pattern of compensation to foremen, too, this full awakening of top management to the prime value of good first-line supervision is emphasized and in more and more plants throughout the nation the rule that each foreman's salary shall amount to at least 25 per cent higher than the average of the five highest-paid men under him is being applied.

### Management's Dependence

The true essence of the American system of free competitive enterprise is the production of high-quality commodities at low cost, thereby making more and better goods available to more and more people. Management must of necessity depend upon its foremen to get the highest standard of production at the least possible cost, if optimum results in a highly competitive market are to be realized. This means that management's front-line representatives shall be, not only experts in the mechanics of production, but also artists in the area of human relations.

Gone are the days of the "roaring boss of the Union Pacific," the bullying voice, the swinging rawhide of Simon Legree's hired-martinet. The advent of our powerful industrial unions has happily seen to that. The full dignity of the working man, as partner of enterprise, as member of the consuming public and as enlightened

(Continued Page 53)

# HE MUST BE A LEADER...

By William B. Given, Jr., President, American Brake Shoe Company

**"We In Brake Shoe Are Obsessed With The Importance Of People... More Important Even Than Sufficient Money In The Bank, The Right Kind Of People Make A Company Successful."**

IT has taken most managements many years to understand the vital part the foreman has in the management structure. In fact, years ago the foreman's job usually was first that of a producer and only incidentally that of a leader. Today, all realize the foreman is the foundation of management. If this foundation is not fully adequate, the long term prospects of the business are poor.

This is a very important point that many people did not often appreciate. They thought of management as starting at the top and running down through the organization. Actually, it is just the reverse. The necessity for management springs from the bottom up. The owner of a one-man machine shop acts as his own manager. When his work increases to where he employs several helpers, he must manage their work too. He is then a foreman or a manager of men. This fundamental of management was too often forgotten as businesses grew.

## "Top-Down" vs. "Bottom-Up" Management

There are two broad types of management. One is "Top-Down" management, where the head of a business, or of one of its departments, does most of the thinking for the business and gives orders to those under him. The extreme is management where "boss edicts" are seldom disputed. The current of ideas flows down through the organization. In short, the boss "runs" the business.

The other type is "Bottom-Up" management, where the head of a business tries to release sound thinking and encourage initiative all through the organization. Ideas for saving money, new methods, new products—in short, ideas for making the company a better business are generated and flow from the bottom up.

It is under this second form of management that the importance of a foreman's job really comes to light. A foreman's job calls forth duties which are just as mixed as the duties of the top boss. The foreman must supervise workers, watch the quality of their work, keep tools in good condition, keep production at a high level, be safety minded, understand raw material, cooperate with other foremen and plant officials. And, most of all, he must understand human relations.

Foremen have the first and closest contact with employees. So far as a worker is concerned, this contact sets the pattern for his relationship with the company. If the worker can talk man-to-man with his foreman, his feelings toward the company and the job are started in the right direction.

## "What It Takes" In "Bottom-Up" Management

Suppose we analyze the qualifications needed to succeed in a boss job, in fact any boss job under "Bottom-Up" management. What kind of man does it take?

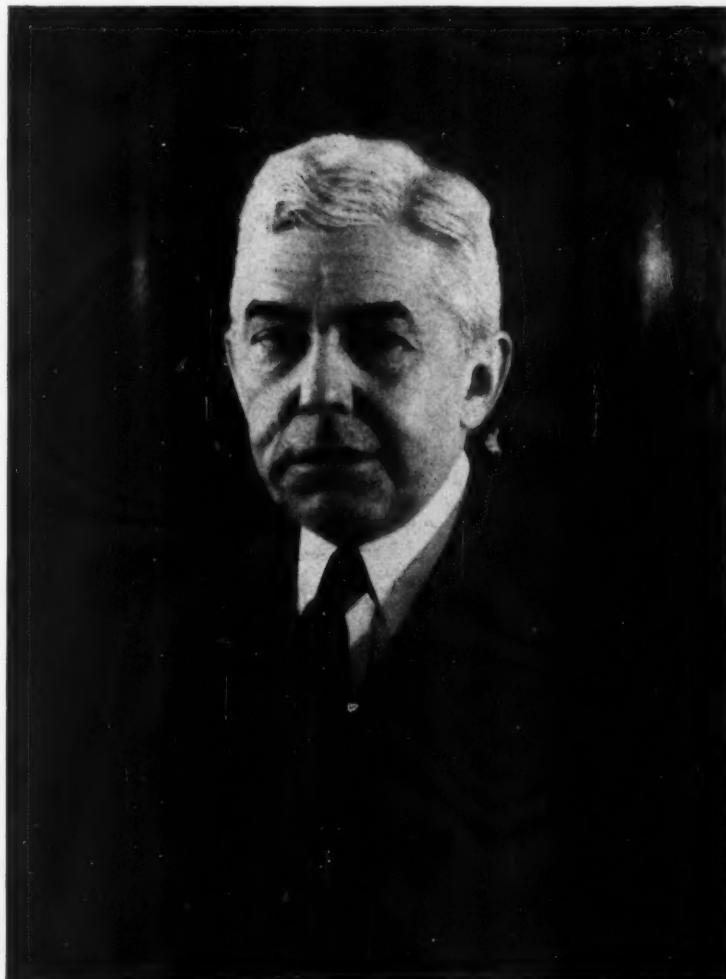
Without question, first, he must be the right kind of person—have the qualities you take for granted in a friend, be the kind of man you would enjoy working under, the kind who makes a good husband, a good father. There must be no quibbling here. If he isn't that kind of person, he must be

relieved of management responsibility.

That is a tough rule to follow, but it must be followed if we believe real decentralization is necessary to maximum success in management. If the man isn't the right sort, he must go, and we must realize that in the change we are being tough with only one person, while we are being fair to many.

As you will perhaps have gathered by now, we in Brake Shoe are obsessed with the importance of people. We believe that, more important than plant and machinery, more important than research and engineering, more important even than having sufficient money in the bank, the right kind of people—the kind you and I like—makes the company successful. Their teamwork, their enthusiasm, their all-out effort, will build a sound business.

Second—he must be a leader. The



William B. Given, Jr.

mark of leadership, and its degree, is a man's ability to develop leadership talent in those under him. If he hasn't this faculty, no matter what his technical knowledge or skill, that man does not really qualify for supervision in any rank. He can always be used as a technical assistant to a leader, if he ready has skill, but more will be lost than is evident if he stays in a boss job.

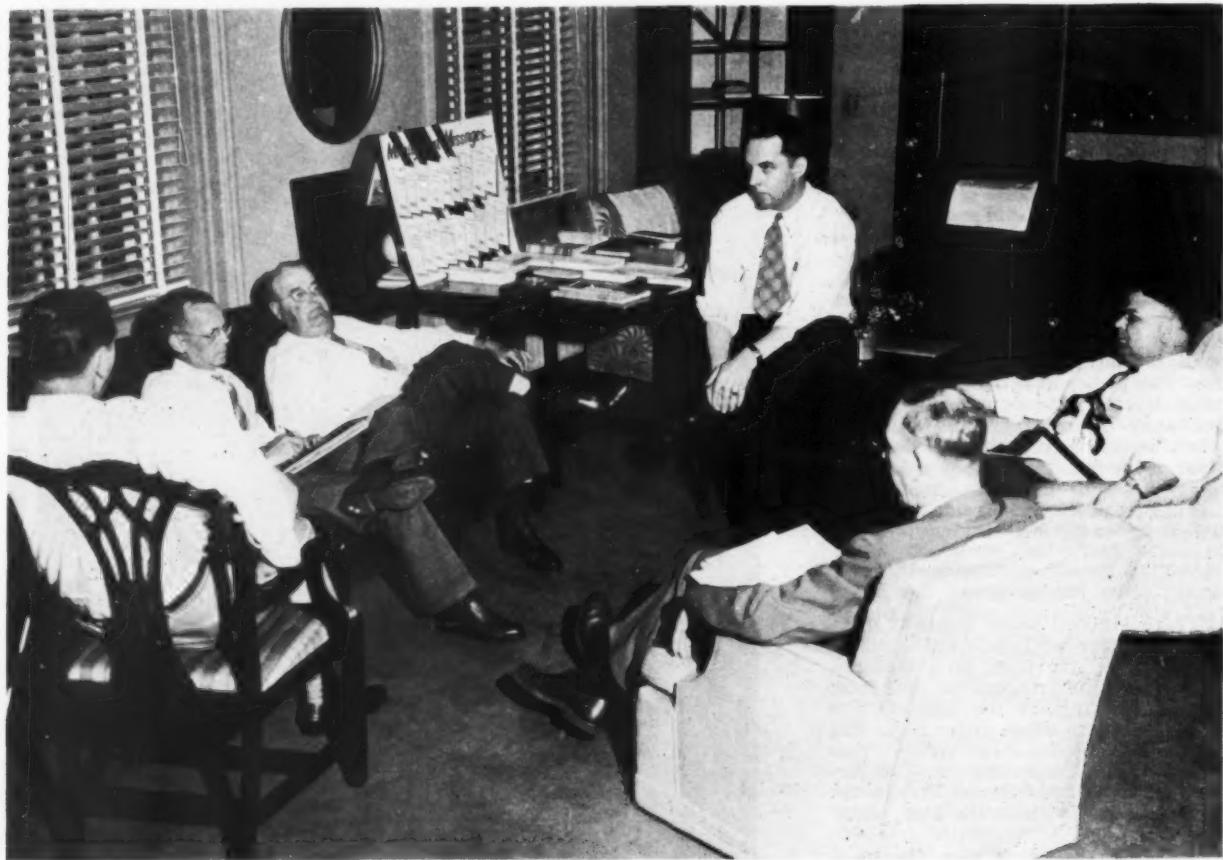
Third—we must realize that age, whether young or old, is no handicap. No one is too young or too old for any job he can do with a spirit of determination and high courage.

worked for them was in their debt. Some even felt that our pay check was in part charity. Now we realize that every company has a long-term liability to those who contribute to its success. Managers who are not realistic about this do not belong in today's management.

Sixth—the leader must be a man who believes that the future in labor relations can be improved. I need not mention to you that this is harder to believe today than ever before. We can only afford men in supervisory positions who realize the individual means more to the company than to

tions but generally this is true. The cut of the jaw, the swagger, the clothes, the superficials don't make leadership. Usually it is the finer, simple, obvious human qualities in a man that make us, or anyone else, glad to follow him. First comes the need of a feeling that he knows you, thinks that you are the right kind of fellow and that you are interested in him.

Mostly, we do not follow a man until we get the feeling that we know him, until we're sure he not only wants to help us but is glad to have our help in return. During the war, in all the



Informal discussion of management problems at a supervisors' and foremen's conference, American Brake Shoe Company.

Fourth—we must believe, and try to practice—and it's harder than it sounds—that no job of itself fixes the salary rate. The man and his performance establish the rate.

Fifth—the qualified boss must be realistic as to the basis of his relationship, and that of the company's, to the men who work with him. When we older fellows were youngsters, the idea prevailed among fathers and mothers—especially fathers—that a child was under obligation to his or her parents. Twenty-nine years ago, my wife started to convince me that the debt ran to the children.

Similarly, the old school of business managers felt that everyone who

the labor leader.

Years ago men weren't molders, core-makers, or machinists to foremen and superintendents—they were individuals. None of this feeling was forced. It came out of a real interest in the people. It paid dividends in production. It profited workers and stockholders. Best of all, it made a happier day. If, in relatively small plants such as ours, we do not make progress toward a return to this relationship, it will be proof of weak management from the bottom to the top.

Even with high qualities of leadership, a man who doesn't know his people will not succeed in leading them. There are outstanding excep-

branches of the services, men wanted to be led by men in whom they had confidence. The same is true in industry today. None of us has confidence in people until they appear to rate our confidence.

Seventh—the supervisor must believe there is just around the corner a better way to do each and everything we do.

#### Company Responsibilities To Foreman

And now, suppose we set down a few of the responsibilities of the company, if the foreman is to achieve any degree of real success in his job.

First and foremost, the company's  
(Continued Page 53)

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# THE BIGGEST SALES JOB IN ALL HISTORY

Fred G. Clark  
General Chairman  
American Economic Foundation

**T**HIS article is about the biggest sales job in all history: the job of selling to all Americans the system that made them the most productive and prosperous of peoples.

For 125 years America was so busy growing up that its people have not had much time to study the conditions that made this growth possible. As a result, when the malcontents of a cynical poverty-ridden European group began to take pot shots at the American private property system, the American people had no answers.

When asked: "Why do you allow poverty in the midst of plenty?" we did not answer that American so-called poverty was the envy of most of the world; we did not point out that the poor of Europe (whence came the criticism) could live on what is thrown away by America's so-called underprivileged. In a world where 99% of all travel is on foot, we were made to feel a sense of shame because some of the motor vehicles of the Oakies were in poor running condition. In a world practically devoid of plumbing, we are made to feel a sense of shame because America still has some cold water flats.

When asked: "If your system is so good why isn't everyone rich?" we had no answer—and because we had no answer, the demagogues were able to move in and cut a wide psychological swath in America's faith in America. This was nobody's fault: we had simply been too busy becoming successful to analyze the mechanism of our success.

When we did get around to making the analysis we found it a difficult task; the textbooks to which we went for help dealt in great detail with unrelated segments of our economy but nowhere was there to be found a complete dissection and explanation of the miracle of America.

For eighteen years, the so-called conservatives have been taking a bad philosophical beating from the so-called liberals: the very language of conservatism has been a series of booby-traps.

Even Republican presidential candidates have temporized and comprised as they floundered around in this strange confusing language of economics and sociology. The same has been true of the institutional advertising and radio programs that eat up millions of dollars and only add to the confusion.

Just nine years ago the American Economic Foundation undertook to prepare a simple understandable dissection of the economic body; a mirror in which America could take a look at

itself and form an intelligent opinion of its own virtues and vices. This work has just been completed, and I want to show you how it applies. We believe that in this blueprint the conservatives have finally found a dependable tool with which to rebuild goodwill and confidence. In this dissection it is necessary, by way of background, to define the functions of government in relation to the economic life of the citizen.

One of the most interesting facts to be learned from history is that the human race makes its greatest material progress during those periods when government exercises the least control over the economic activities of the individual. There must, of course, be enough government to protect life, limb and property, but beyond that there seems to be very little that gov-

ernment can do to raise the material welfare of the people. The reasons for this are more simple than the textbooks indicate: these reasons can be stated in 5¢ words and understood by everyone.

## Everything That Government Gives The People Must First Be Taken From The People

In the first place, everything that government gives the people must first be taken from the people: government does not create goods or wealth; it merely transfers them from citizens who do produce them to other citizens who lack them. The fairy tale that government can and does create and distribute wealth is grounded in two government practices: levying hidden taxes and borrowing money from com-



"Gracious, did you see here that America's selfish devotion to property rights has made us a decadent race?"\*



"Ho, ho, Ivan, look! The latest propaganda from America!"\*

mercial banks. Both of these practices give the government access to money with which it can buy part of the existing goods and services and then give them away.

But everything government gives is first taken from the people. This taking and giving requires the services of government employees. Every person on the government payroll is a double load on the national economy: he not only does not produce any goods; he must be supplied with them by the worker who does.

In the second place, government cannot possibly plan the economic life of the individual as well as the individual can plan it for himself. This is not caused by the caliber of men in the government; it is caused by the impossibility of "absentee planning". The further away one is from a situation the less information one has; and no one's judgment can be any better than his information. The finest executive brains in America, if converted into a bureaucracy, could not be efficient, because no mortal man can sit in the seat of government and intelligently direct the economic efforts of millions of people whose activities involve billions of decisions. It is a physical and intellectual impossibility.

Man's modern economic life is highly complicated and is intricately assembled into a single structure: if you monkey with one part of the structure, the effect spreads throughout. For example, suppose the government decides to do some planning for the meat packers; very soon the planning must extend to the cattle growers and then to the farmers who raise cattle feed, and then to the tanneries that process the hides, to the shoe factories, even the shoe merchant. There is no such thing as a little planning. The smallest application of government force applied to the economic structure sets up a chain reaction that affects millions of decisions.

That brings up the third basic weakness of government planning. That

weakness is force. Everything that government does efficiently must be backed up by government force. But no government has ever possessed enough power to enforce economic planning except in times of war when regimentation is accepted as part of the crisis.

During normal times, the inevitable result of government force in economic affairs is increased confusion and decreased production, because the people will not do as they are told and cannot do as they wish. Government can, with some success, prevent the people from doing things that the government does not want done, but it has small success in forcing the people to do things that it does want done. This is true for two reasons: (1) because the people refuse to obey government orders that work against their self-interest, and (2) because government orders are usually so impractical that they cannot be carried out.

The enormity of the task of controlling people's economic life cannot be exaggerated. Every day, over 100 million Americans make dozens of decisions. Much of the time these people do not even know why they make certain decisions: they act instinctively.

In a free economy every decision involves striking a bargain between people, each person working toward what he conceives to be his best interest. Every bargain is a compromise arrived at by the balancing of selfish interests: that is done best by the people actually involved.

When government attempts to dictate the nature of the bargain, freedom flies out the window and the bargaining process collapses. When the people are not free to make decisions, their productivity is sharply reduced.

This is the statement that is always challenged by the master planners. They say (and have convinced a lot of people) that this collapse need not occur. The real truth will never be accepted by the people who support the planners until the process is spelled out in simple language and laid before them.

#### Self Interest Is What Makes The Economic World Go 'Round

Starting at the beginning, the planners say that the American economy is now without planning. In fact, America has millions of plans. Every worker and every business man has his own plan, conceived by himself and backed up by his own pride of authorship and his selfish determination that it shall succeed.

There is nothing wrong with a selfish motive provided that it cannot be imposed by force; provided that it must constantly be balanced against the selfish motive of the other party to the bargain. Selfishness, which is really self-interest, is exercised primarily for the welfare of people's families and dependents. Charity begins at home,

and it is a poor provider who does not give first consideration to those immediately around him.

Self-interest is what makes the economic world go 'round and anyone who disagrees is unrealistic. Unless people are free to strive toward the satisfaction of their self-interest, the economic world simply will not keep on going 'round.

But the false notion that the desire to better one's self is an evil desire has penetrated deeply into our social conscience. As a matter of fact, it was the free exercise of this desire—and the realization that that which a man created he could hold for his own—that made America what it is today. This freedom to better one's self is divided into three parts and is easily analyzed.

First is the freedom of the worker to demand more payment for his work.

Second is the freedom of the owner of the tools used by the worker to demand more payment for their use.

Third is the freedom of the customer to demand more goods and services from both the worker and the tool owner.

These three freedoms exert constant pressure upon the economy and force an endless chain of voluntary compromises upon all three groups. In reality, however, there are not three groups; there are only two, because the customers are the same people who own and use the tools of production. They produce; they get paid for the production; and then spend the payments to buy what they have produced. That is why a free economy can never be long out of balance; when people force temporary advantage, either as producers or consumers, they are simply penalizing themselves and the advantage is quickly washed out.

To all practical purposes, the money considerations, frequently considered of prime importance, are meaningless in the welfare of the total economy: the total amount paid out to workers and tool owners for production is about the same as the total selling price and must be given up when the people exchange their money for what they have produced.

The only important "social gains" of the economy are the hours of labor required in the production. The only real economic progress that is ever made consists of reducing the hours of labor per unit of production. No other measure of progress means anything.

#### Our Productive Process

This brings our sales talk to America to a logical question: how do we decrease the hours of labor per unit of production? We can answer that by starting with the economic process itself. This can best be approached through the basic formula of man's economic welfare.

You might be interested in writing this down for future reference:

\* Cartoons with captions and "work energy" table from "HOW TO BE POPULAR THOUGH CONSERVATIVE" by Fred G. Clark and Richard Stanton Rimanoczy—D. Van Nostrand Company, Inc., publishers.

MMW=NR+HE x T which means Man's Material Welfare equals Natural Resources plus Human Energy multiplied by Tools. This is a complete description of the productive process. Everything produced by man consists of used up natural resources, used up human energy and used up tools.

Consider an office building. Its parts and furnishings have thousands of names but they consist only of three things: natural resources which have been changed by muscular and mental energy aided by tools. It is within this framework that we must find the answer to our problem of producing more with less hours of labor.

Now we know that there can be no substantial change in the quality or quantity of our natural resources: only nature can do that over many centuries. We know that the quantity and quality of our muscular and mental energy cannot be increased enough to make any substantial difference. That leaves only one thing that can bring us more goods with fewer hours of labor: our tools of production. Only through more and better tools can we get more and better production.

#### Tools Of Production Result From Self-Denial

How do we get tools? How do they come into being? That is not difficult to state and prove. Tools come into being when someone temporarily denies himself some food, clothing or shelter in order to convert part of his labor into some productive property that will bring him some revenue. Unless he is assured that he can receive payments for the use of his property, he would not practice the self-denial that must precede the creation of tools.

We have now built up the following proposition: our material progress depends upon producing more with less labor which can only take place when we increase our tools which can only result from self-denial which will only be practiced when there is reasonable

"We must remember that the idea of every man's home being his own castle is a feudal, reactionary conception."\*



MANAGE

#### ESTIMATED SUPPLY "WORK ENERGY" OUTPUT FROM MACHINERY COMPARED WITH WORK ANIMALS AND HUMAN WORKERS 1850-1960

Year	Human Energy Percentage	Tool Energy Percentage	Animal Energy Percentage
1850	22.3%	26.5%	51.2%
1860	21.3%	27.2%	51.4%
1870	22.0%	28.0%	49.2%
1880	20.5%	32.8%	46.5%
1890	17.8%	42.0%	40.3%
1900	15.3%	51.9%	32.5%
1910	11.7%	66.7%	21.4%
1920	7.8%	81.1%	11.0%
1930	5.8%	89.1%	4.0%
1940	4.4%	92.0%	2.7%
1944	4.0%	93.8%	1.7%

"Relation of Energy Output to Production in the United States," J. Frederic Dewhurst, Twentieth Century Fund.

Table showing the importance of tools in supplying "work energy". Note how they have assumed the burden since 1850, thus making possible the tremendous output of energy today.\*

assurance that payments will be made for the use of the tools.

Now let's see where we stand. What, in orthodox economic language are payments for the use of tools? They are profits, and the system we have been talking about is the profit system. When we look at it this way, the system needs little defense. If our progress depends upon more tools and more tools depends upon more profits, maybe we had better encourage, rather than discourage profits.

The greatness of America is explained by the fact that our Founding Fathers recognized this fact and wrote a Constitution that did encourage what is now called the profit system.

I can think of no more dramatic subject to place in the hands of America's advertising and selling practitioners than the pageant of progress that unfolds itself between 1776 and 1948.

We see a handful of ordinary people, most of whom were certainly not particularly outstanding citizens of the nations they left, transforming a wilderness into the world's highest civilization. There was a book written about those days whose title accidentally gave the keynote of that transformation. The book was called "To Have And To Hold".

That was the spark that transformed the people who had to be transformed before they could transform the wilderness. The knowledge that that which a man created he could have and hold for his own split the atom of human energy and released a flood of productivity the like of which had never been seen.

In the early days of America, life was violent; ethics were, at times, questionable, as progress roared its way across mountain, prairie and stream. It was something new—a power that could not be stopped by danger, hardship and temporary failure. These men were creating things, not for king and country, but for themselves, their wives, and their children.

Such a thing had never happened before. The same physical opportunities had existed in many parts of the world for centuries, but the torch of freedom had never been lighted to guide the people. China had just as many natural resources, just as many

wide navigable streams, just as many sheltering harbors, and many times more people to do the work. The same is true of Russia, India, and others. The difference was in the political and economic systems under which the people lived.

The thirteen lusty colonies had invented something new—a real private property system. The title to their land and property did not begin with the words "By grace of his Majesty the King." They might well have begun with: "By grace of this man's blood, sweat and tears." But those titles had a social value of immeasurable significance: they meant security for the hard-working, thrifty citizen because they could not be taken from him by an all-powerful government.

The Americans who built America have recently been called by some hard names. They were, perhaps, intolerant of the village loafer, the drunkard, and the ne'er-do-well. But even these were cared for through the innate neighborliness of the people. There were no Federal Welfare Agencies; each community cared for its own.

The fact that some members of the society did not fit into the competitive system did not alarm them nor cause agitation against the system: it was as inevitable as the natural inequalities of human beings and the people accepted it as such.

#### Tools Bless The Men Who Own Them And The Men Who Use Them

The desire to own tools—that is, the desire to own income-producing property—is as deeply rooted in human nature as is the desire for economic security, and it is universal. Better tools are twice blessed—they bless the men who own them and the men who use them. They increase the "effective" working population without correspondingly increasing the need for clothing and shelter—in other words, electric motors and steam engines do not compete in the market place for their share of the goods and services they produce.

The American colonist started with nothing but his hand tools and worked

(Continued Page 56)

# INDUSTRY SEES SILVER LINING IN NAF SILVER ANNIVERSARY MEETING

## Coal Industry Foreman Gets Equal Billing Before NAF Convention Alongside Officials Of Well Known American Corporations.

EARLIER this summer, solid old Philadelphia witnessed democracy in action as practiced in our American system of government. This month, Philadelphia will witness a phenomenon considerably more recent in its development—democracy in action among American management men. It will occur throughout three busy days (September 23, 24, and 25) at Convention Hall when The National Association of Foremen stages its annual convention and, this year, its quarter-century anniversary celebration. As one executive expressed it: "This important conference in these days when a better understanding in industry is so essential, is truly a 'silver lining' for industrial management."

The appearance of Harrison Maynard, a foreman of Island Creek Coal Company (Holden, West Virginia), on the general assembly platform as a speaker along with several of the foremost executives in American management is more symbolic than dramatic to the members of NAF—but to outsiders, who may not understand the spirit and philosophy of NAF, it may appear extraordinary. Actually, 40,000 NAF members from foremen to company presidents are daily practicing democracy in management in hundreds of NAF management clubs throughout America. This simple idea is the very heart of the NAF philosophy, yet its simplicity is no measure of its tremendous importance in the development of teamwork and unity within the management team.

Conventions of NAF are working conventions. During the three-day sessions, in addition to the general assemblies addressed by many outstanding industrialists such as Charles M. White, president of Republic Steel and Fred L. Maytag II, president of Maytag Company, there will be 21 panels, workshops and sectional conferences, conducted by more than 40 other leaders from industries, universities, and associations.

The theme of this year's annual meeting "Freedom and Responsibility Inseparable—America's Precious Heritage" is especially appropriate today when so many appear to forget that our freedom can not be maintained successfully without a strong consciousness of individual responsibility. And what better place, for the thousands of management men who will attend, than historic Philadelphia wherein to re-emphasize our appreciation of this

freedom and the responsibilities which it imposes.

The NAF is fortunate this year in having as co-sponsors for this outstanding conference series and Silver Anniversary Celebration the most important business organizations in the Philadelphia area: Philadelphia Chamber of Commerce, Philadelphia Textile Manufacturers' Association, Metal Manufacturers' Association of Philadelphia, the Philadelphia Foremen's Clubs (affiliated with the YMCA) and the Pennsylvania Manufacturers' Association. Their very real assistance will mean much in the success of this great meeting. The membership is also very greatly indebted to its own hard working leaders who have given tirelessly of their abilities and time—men like Frank Irelan, chairman of this year's meeting, C. W. Dalton, chairman of the convention committee of the NAF Board of Directors and C. C. Akridge, convention manager and his hard driving staff.

For the splendid work of the "local



C. W. Dalton, NAF director and chairman of the Convention Committee of the NAF board of directors.

management advisory committee," under the chairmanship of R. B. Holmes, general manager of Link-Belt Company, the NAF is very greatly indebted, as well as to the many other local NAF committees assigned various phases of the convention activity.

It is suggested that executive managements review the program and the conference subjects here outlined and consider how important it will be to their own companies and to American industry to have adequate representation from their several management levels. It is urged upon all who are

fortunate enough to attend, and especially foremen and supervisors, that they recognize the opportunity here presented to improve their own leadership "tools" as members of the management team. Registration blanks may still be obtained by contacting NAF convention headquarters, Benjamin Franklin Hotel, Philadelphia or NAF national headquarters, 321 West First Street, Dayton 2, Ohio. Participation is open to all in management whether members of NAF or not.

### GENERAL PROGRAM

Wednesday, September 22

#### MORNING

Registration

National Board of Directors Meeting and Official Delegates

#### AFTERNOON

Committee Meetings

Election of NAF Officers

Thursday, September 23

#### MORNING

Registration

Official Convention Opening

Frank H. Irelan, General Manager, Delco Division, General Motors Corporation, Dayton, Ohio

Dedication Ceremony

Welcome to Philadelphia

Mayor Bernard Samuel

Welcome to Pennsylvania

Governor James H. Duff

Welcome by NAF President

Introduction of Principal Speaker

Charles S. Redding, President, Leeds & Northrup Company, Philadelphia, Pa.

Address

Harry Woodhead, President, Consolidated Vultee Aircraft Corporation, San Diego, Cal.

#### AFTERNOON

Address

Harrison Maynard, Foreman, Island Creek Coal Company, Holden, West Virginia

Special Panel Discussion

Sectional Conferences

Workshops

#### EVENING

Special Musical Program

Introduction of Principal Speaker

William L. Batt, President, SKF Industries, Inc., Philadelphia, Pa.

Address

Charles M. White, President, Republic Steel Corporation, Cleveland, Ohio

Awards and Introductions

Address

Gordon L. Hostetter, Director, The Employers' Association, Chicago

Sectional Conferences

Workshops

Friday, September 24

#### MORNING

Musical Interlude

Introduction of Principal Speaker

Ronald R. Monroe, President, ACT Brill Motors Company, Philadelphia, Pa.

Address

Fred L. Maytag II, President, Maytag Company, Newton, Iowa

#### AFTERNOON

Musical Interlude

MANAGE



NAF Convention Manager Akridge (left) and Harry Verdier, industrial secretary of Germantown, Pa. YMCA check on convention details. Philadelphia area YMCA foremen's clubs are among co-sponsoring groups.

Address

Lewis M. Smith, Vice-President, Alabama Power Company, Birmingham, Ala.

EVENING

Jubilee and Jamboree—A Special Fun-Nite Program

Thursday, September 25

MORNING AND AFTERNOON

National Board of Directors Meeting

Historical Tours

Professional Ball Game

Radio Broadcasts

Tours to New York and Atlantic City

LABOR PANEL

(Thursday Afternoon)

MODERATOR

James H. Robins, President, Metal Manufacturers' Association of Philadelphia, Philadelphia, Pa.

PANEL MEMBERS

Honorable W. H. Chestnut, Secretary, Department of Labor and Industry, Commonwealth of Pennsylvania, Harrisburg, Pa.

Gerard D. Reilly, Esquire, Attorney (Former Member NLRB), Washington, D.C.

W. H. MacMahon, Executive Secretary, St. Paul Committee on Industrial Relations, St. Paul, Minn.

F. A. Lauerman, Director of Industrial Relations, Consolidated Vultee Aircraft Corporation, San Diego, Calif.

SECTIONAL CONFERENCES

OUR AMERICAN ECONOMICS SYSTEM—HERE'S HOW IT WORKS

Chairman—Edwin M. Clark, Vice-President, The Bell Telephone Company of Pennsylvania

Thursday—\*Fred G. Clark, General Chairman, American Economic Foundation, New York

\*R. S. Rimanczy, Educational Director, American Economic Foundation, New York

Friday—\*H. W. Lundin, Monsanto Chemical Company, St. Louis, Mo.

EMPLOYEE RELATIONS ARE HUMAN RELATIONS—HERE ARE THE TOOLS!

Chairman—George W. Fewkes, Personnel Manager, Philadelphia Electric Company

Thursday—\*Fred Smith, Executive Vice-President, Foremen's League, Dayton, Ohio

Friday—\*Catherine Grant, Fleisher Vocational High School, Philadelphia, Pa.

\*David Temple, Manager of Industrial Relations, Delco Products Division, General Motors Corporation, Dayton, Ohio

LET'S FACE THE FACTS! WHAT DOES THE WORKER REALLY THINK?

Chairman—Dr. Waldo E. Fisher, Professor of Industry, University of Pennsylvania

(Continued Next Page)

## IMPORTANCE OF INDUSTRIAL CONCLAVES

By Frank H. Irelan, General Manager

Delco Products Division (G.M.C.) and Chairman NAF Silver Anniversary Convention

A tested and proven way of solidifying the actions and thinking of human beings has been to gather together in general assemblies for exchange of ideas. From the earliest records of the human race it has been found that through assembly or congregation, power, expressed either physically or spiritually, can be developed and used to the good advantage of all.

The simple story of the father with the nine twigs which he broke separately then tied together in a bundle and proved that breaking the bundle was difficult, if not impossible, impresses upon our minds the importance of unity.

After a year of activity, whether it be in church, in industry, or in the professions, it has been found that a good plan is to have an assembly where group enthusiasm, exchange of ideas, and a review for purposes of correction can be effected. Surely it has been good policy for religious groups to get together in an assembly and hold conferences, review past performances, and lay plans for the future. It has been proved that similar conferences or conventions have been worthy investments for business, as in sales activities, for example. It has been proved such get-togethers as family reunions have been good. Such activities make possible many new contacts; they permit men to renew old acquaintances. They give men an opportunity to compare problems and solutions. Actually, they permit a man to gain in a relatively short time the experience of many others, representing an accumulated total of, say, 10 or 20 or 30 years.

Like any other convention or conference to be held at the end of a year's business, The National Association of Foremen provides for its membership and others interested in this activity, an opportunity to take an inventory of past performances and to plan future activities. It is with this thought in mind that each year the national convention of this Association looks forward to having representatives who are interested in developing unity and teamwork in management as well as leadership within the concepts of the American free economic system. From the viewpoint of executive management, it represents a very proper investment and a much needed one.

From the viewpoint of the individual who is selected as a representative to this assembly, it should be considered an honor to represent his group and to be able to carry back to them a constructive and enthusiastic message and advice that should help all foremen-management men to better perform their jobs.

All of this boils down to three things that a working convention such as that of NAF can do. Each will be a contribution to industry in America, and namely, they are: (a) Provide personal contacts to create a better understanding and broaden our industrial education. (b) Challenge all leaders in these conferences to see that the NAF activities of the past are reviewed and publicized. (c) Exound the principles and new ideas that will be formulated in this convention so they can be used by industry in future planning of management problems.

The result of these NAF conferences always has been a conviction on the part of executives and other levels of management who are concerned about the future of the American free competitive system, that it is important to have adequate and properly selected representation at these conferences. Time and again these men have told me that "no better plan has yet been found for creating better understanding and feeling within the whole management personnel." The NAF system makes it increasingly difficult for trouble-makers to stir up hate, jealousy, and strife among people who assemble to share their ideas, arrive at common understandings and know each other better under NAF guidance. Stockholders, owners and labor in business must realize that the strength in their returns and security, whether it be in dividends or jobs, depends upon the able leadership of their management personnel, and it is the business of the NAF to see that they realize this all important issue.

Thursday—\*E. R. Smith, Director of Research, MacFadden Publications, Inc., New York

Friday—\*Maurice Franks, Director, National Labor-Management Foundation, Chicago

#### YOUR MANAGEMENT TEAM— FOREMAN TO PRESIDENT

Chairman—James V. Marron, Industrial Relations Manager, The Yale and Towne Manufacturing Co.

Thursday—\*L. B. Murphy, Executive Vice President, Williamson Heater Company, Cincinnati, Ohio

Friday—\*P. H. Noland, President, B. F. Avery Company, Louisville, Ky.

\*G. F. Ahlbrandt, Vice President, Armeo Steel Corporation, Middle-town, Ohio

#### "AMERICA'S STORY"—

#### A FOREMAN'S OPPORTUNITY IN HIS PLANT AND COMMUNITY

Chairman—Thomas C. Collins, Supervisor of Personnel, General Electric Company

Thursday—\*L. C. Boochever, Director of Public Relations, National Red Cross, Washington, D.C.

\*E. F. Butler, Public Relations Director, Maytag Company, Newton, Iowa

Friday—\*Ken Wells, A.A.A.A., New York

#### "THESE ARE MY MEN"—

#### A FOREMAN'S OBLIGATION

Chairman—H. W. Jones, Manager of Industrial Relations, Atlantic Refining Company

Thursday—\*Cloyd Steinmetz, Director of Training, Owens Fiberglas Corporation, Newark, Ohio

Friday—\*Louis Lerda, Director of Supervisory Training, Standard Oil of New Jersey, New York

\*Whiting Williams, Industrial Consultant, Cleveland, Ohio

#### DEVELOPING THE MAN FOR EXECUTIVE MANAGEMENT

Chairman—Charles G. Simpson, Manager Personnel Department, Philadelphia Gas Works Company

Thursday—\*J. P. Field, Plant Manager, Williamson Heater Company, Cincinnati, Ohio

Friday—\*F. S. Cornell, Assistant to President, A. O. Smith, Corporation, Milwaukee, Wis.

#### EXPLORING THE FUTURE—A CHALLENGE TO MANAGEMENT MEN

Chairman—Robert N. Hilkert, Vice-President, Federal Reserve Bank

Thursday—Dr. R. M. Bowie, Manager of Research, Sylvania Electric Products, Inc., Flushing Lab., Flushing, N.Y.

Friday—\*Morse Salisbury, Director of Public and Technical Information, Atomic Energy Commission, Washington, D.C.

#### SAFETY—HOW THE FOREMAN CAN SELL IT

Chairman—J. George Morgan, Manager Industrial Relations, Westinghouse Electric Corporation

Thursday—\*John M. Roche, Director Industrial Department, National Safety Council, Chicago

Friday—\*W. F. Crawford, Assistant General Manager, Bayuk Cigars, Inc., Philadelphia, Pa.

#### MANAGEMENT IS A PROFESSION—HOW CAN WE EMPHASIZE IT?

Chairman—George Cullen, Personnel Manager, Rohm and Haas Company, Lennig Plant

Thursday—\*Robert C. McConnell, Industrial Relations Manager, Jack & Heintz Precision Industries, Inc., Cleveland, Ohio

Friday—\*O. H. P. Snyder, Director, Salaried Personnel, Delco Products Division, General Motors Corporation, Dayton, Ohio

#### LABOR LEGISLATION—CONGRESS LOOKS AT THE FOREMAN

Chairman—Robert M. Ney, Mgr. Industrial Relations, Baldwin Locomotive Works, Eddystone, Pa.

Thursday—\*A. F. Roberts, Legal Advisor of SKF Industries, Inc., Philadelphia, Pa.

Friday—\*Harry Jeffrey, Attorney, Dayton, Ohio

#### GREATER SECURITY FOR FOREMEN—HOW CAN INDUSTRY AND THE MEN THEMSELVES PROVIDE IT?

Chairman—Dr. W. Ray Buckwalter, Associate Professor Temple University

Thursday—\*William R. Caples, Director of Industrial Relations, Inland Steel Company, Chicago

Friday—\*Joseph M. Schappert, Director of Industrial Education, National Metal Trades Association, New York

#### HOW TO EXPRESS YOURSELF MORE EFFECTIVELY

Chairman—\*William F. Meyer, Secretary, Industrial Program Services, National Council of the YMCA, New York

Thursday and Friday—Dr. Arthur Secord, Director of Adult Education, Brooklyn College, New York

\*Leader.

#### WORKSHOPS

#### WHY AN NAF MANAGEMENT CLUB?

Chairman—Ralph E. Wright, Director of Industrial Relations, Electric Storage Battery Company

Thursday—\*Ken Yost, Regional Manager, National Association of Foremen

Friday—\*Roy J. Bell, Regional Manager, National Association of Foremen

#### NAF ELIGIBILITY STANDARDS—WHAT ARE THEY—HOW DO THEY WORK?

Chairman—Irving K. Kessler, Manager Employee Relations, John B. Stetson Company

Thursday and Friday—\*J. V. Kappler, Regional Manager, National Association of Foremen

#### HOW TO DEVELOPE AN NAF CLUB PROGRAM THAT CLICKS

Chairman—John E. Christ, Personnel Manager, Roberts and Mander Corporation

Thursday and Friday—\*Ray Monsalvatge, Assistant to Manager, National Association of Foremen

(Continued Page 50)

MANAGE



Personable Convention Manager Clarence Akrige meets with hard working chairmen of local NAF Convention Committees in Philadelphia (left to right): William Schilling, Heintz Manufacturing Co., host to national board; Ray Aub, John B. Stetson Co., special events; Roy Wohlford, ACF-Brill Motors Co., national registration; James V. Loughran, National Radio Artists, entertainment; Akrige; Charles Miller, ACF-Brill Motors Co., registration and finance; Pete Henson, NAF regional manager; George Weber, Henry Dissot & Sons, Inc., arrangements; T. Sheridan, United Specialties Co., host to Chicago United Specialties group; Warren Bauer, SKF Industries, Inc., transportation. Not present: Norman Staub, Link Belt Co., reception and Harry Verdier, YMCA, publicity.

# STARS ARE SENSATIONAL - BUT TEAMS WIN GAMES

By E. M. Selfe, Supervisor  
The Detroit Edison Company



E. M. Selfe: "The foreman very definitely wants . . ."

## Supervisor Gives Views On Acceptance Of Foremen As Members of Management Team.

MUCH discussion has occurred about the place of the foreman in industry. Today most progressive managements consider the foreman as management. There still exists, however, a wide gap between the verbal or formal acceptance of foremen in the management team and the actual practice of this policy.

I have worked with foremen and other management men for the past several years in my own line organization as an instructor and as a member of professional groups trying to promote foremanship to a high ethical plane. From this experience I hope to present here some of the needs and desires of the first-line supervisor.

1. The foreman very definitely wants to be actively management and to be treated as a member of the team. He wants to be consulted about changes which will affect his production, personnel, and responsibility before they are made rather than simply advised after they have occurred. Frequently it has been noted that the top officers of

a company accept the foreman as an active member of management, but the intermediate supervision does not. To illustrate: In one company the president had been very specific in his orders that foremen were to take an active part of his management, yet a member of the team made this statement to a foreman reporting to him, "You know that the foreman is being overplayed." A foreman under this type of supervisor is almost forced to feel he is not management when his own supervisor does not accept him.

2. I am sure that supervisors wish to be accepted in company social events such as luncheon groups, recreational activities, and any other plant activities. In many companies the foreman is expected to fraternize with the employees rather than with higher ranking supervisors. If he is to truly represent and understand management he must be in on informal as well as formal discussions. In many companies the executives eat at special tables. In some, they use special elevators. These

are practices which separate rather than cement management teams.

3. Where unions are recognized, the foreman would like to be consulted more on both union contracts and grievance procedures. He often feels that he is in the middle with management pushing from above and the union from below, whereas he should be able to feel that he is management. Many times when a grievance has been appealed to a higher level he finds his decision reversed without an adequate hearing or explanation. When his decision is under appeal, he would like to appear before the appeal group the same as the aggrieved employee and his steward.

4. The supervisor is an individual the same as the employee and, like the employee, wants to be told what progress he is making. He wants to know what his supervisor thinks of his ability and his performance. He wants personal aid from his supervisor, such as advice on how to improve and how to prepare for promotion.

5. He wants a real voice in the selection of his workers. While willing to accept transferees who are an asset to his group, he does not want them dumped on him without his approval. He does not want an unsatisfactory employee from another department just to have to do the dirty work of firing him at a later date.

6. He wants to feel secure as management, and because he is close to the worker, he feels insecure when he hears major executives indulge in aimless tirades against unions. Unions, to the foreman, are composed of individual workers from whom he must secure cooperation and production. More effort should be spent on getting along with unions.

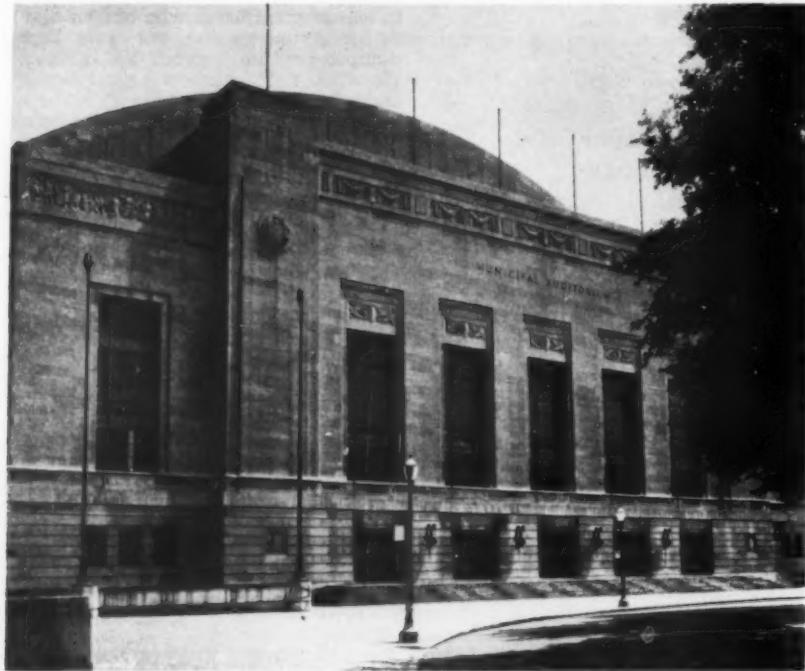
While many of the items discussed here have been ably handled by many managements, my conversations with other foremen indicate that there is still room for improvement.

All efforts of management to secure good morale, teamwork, and company prestige with the worker must be founded on a satisfied, cooperative, and friendly management team. The weakest point on this team is with first-line supervision, and that is where the attention is needed. Many past studies have shown that the personal bond between foremen and their workers has been the biggest single item in quality and quantity of production.

In order for foremen to have such a bond with their employees it is essential that the same feelings exist between themselves and the upper management levels. Stars are sensational but teams win games.



Restored home of Elizabeth (Betsy) Ross, widow of John Ross and credited with making the first official American flag.



Scene of the recent political party conclaves, Convention Hall will be the setting for the NAF convention and all its sectional conferences.

*"See You At The Liberty Bell"*

# NAF Convention City

By Ray Monsalvage

WHILE you are attending the NAF Convention in Philadelphia, "the birthplace of our national freedom," you will have an opportunity to visit many points of genuine historical interest to all Americans.

Within a relatively small area you will be able to see a number of the most interesting places. Starting at Independence Square, located between Fifth and Sixth Streets, Chestnut to Walnut, a leisurely walk will take you to:

INDEPENDENCE HALL, originally the State House of Pennsylvania (1732). Here may be viewed the Liberty Bell and the Declaration Chamber where the Continental Congress adopted the Declaration of Independence, July 4, 1776. In 1787 the Federal Constitutional Convention framed the Constitution of the United States here. It's open daily from 9 A.M. until 4 P.M., and the admission is free.

CONGRESS HALL is directly adjacent, on the west side of Independence Hall. At the OLD CITY HALL, just east of Independence Hall, the first

Supreme Court of the United States convened from 1791 until 1800.

Traveling further east on Chestnut Street, you will find CARPENTERS' HALL, at 320 Chestnut Street. There in 1774, the First Continental Congress met.

Continue on Chestnut Street east to Second Street, walk north, crossing Market Street, and you'll find on the west side CHRIST CHURCH, built in 1727, where George and Martha Washington, John Adams, Benjamin Franklin, Robert Morris, and Lafayette worshipped.

The home of BETSY ROSS is located around the corner at 239 Arch Street. It was there that Betsy Ross is credited with having made the first American Flag.



One of the earliest trade guilds in America, the Carpenters' Company, was completing Carpenters' Hall in 1774—offered it for use of the First Continental Congress.

Quite a distance away, but entirely worth your while is the PHILADELPHIA MUSEUM OF ART, at the head of Franklin Parkway at Twenty-fifth Street. Permanent collections include the McFadden, William L. and George M. Elkins collections of paintings; English, American and French period rooms; the Williams collection of Oriental rugs and collections of American furniture. Also exhibited is art of the Middle Ages and Renaissance periods. It is open daily from 9:30 A.M. to 5 P.M., and here again, the admission is free.

We have mentioned only a few of Philadelphia's great and revered sights,

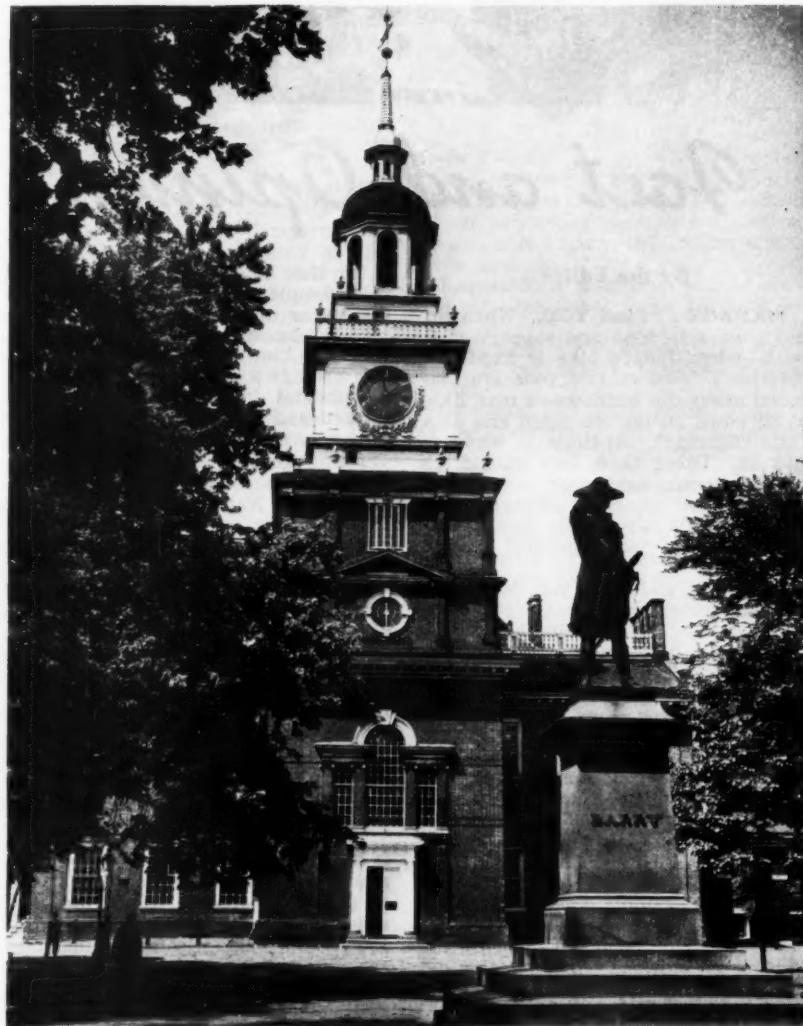
MANAGE

# IS MECCA OF LIBERTY...

but if you have the time, you will undoubtedly want to see others. There is the FIRST BANK OF THE UNITED STATES, the oldest FRIENDS MEETING HOUSE, CHRIST CHURCH BURIAL GROUND (where Benjamin Franklin is buried), THE ATWATER KENT MUSEUM OF PHILADELPHIA HISTORY, THE AQUARIUM, THE FRANKLIN INSTITUTE (with its action exhibits of modern transportation, aviation, physics, chemistry, electrical communications, astronomy, and



Revered Liberty Bell, first cast for the colonies in London in 1752—cracked when tested on arrival in America—was used to notify populace of civic events and assemblies before the momentous July day in 1776.



Independence Hall where America declared its independence as a sovereign nation and framed its constitution as a republic.



Philadelphia Museum of Art: Notable collections of paintings and works of art.

graphic arts), THE NATURAL HISTORY MUSEUM, THE PENNSYLVANIA ACADEMY OF THE FINE ARTS, THE RODIN MUSEUM, THE ZOOLOGICAL GARDENS (with more than 2,000 birds, reptiles, and mammals), and many other points of great interest.

And of course, you'll not be missing CONVENTION HALL! But you might like to know a little about it. Site of the Republican and Democrat National Conventions this year, it is the newest of great auditoriums and is one of the finest in the country. The arena seats 15,000 and the building contains 68 additional meeting rooms.

"See you at the Liberty Bell!"



## Fact and Opinion

By the Editor

**MANAGE . . . and YOU.** When the day's work is done and supper's over with—when Janet's bike is fixed and "Mother's" new curtain rods are fastened above the windows—a man likes to sit down on the old porch and do a little "figuring". At times he wants to just sit. Other times he's glad if the old gentleman next door comes over to give the commies another going over—or talk about his boy, flying those "danged jet-propellers" out on the coast.

Now, at a nod from you, MANAGE is a newcomer on the old porch early every month. It will come along with the friendly postman and rest there on the cluttered table in silent but hopeful anticipation of that early evening hour when you may do a bit of "figuring" again.

You will want to know this about MANAGE—if Fred, home from high school, picks it up, you'll never have to worry about what he finds inside it. Nowadays, we do have to be concerned about the reading material lying around the house. There will be no danger, for example, of his wandering into any of these glittering "economic side-shows", or being taken in by the "economic hawkers" playing the old shell game with the American enterprise system. Not with MANAGE.

MANAGE comes to your home as a business paper, covering management relations. It is concerned with the job which you and thousands of other management men begin to see ahead. It is non-political and non-sectarian. It is not an idle "do nothing" periodical—quite the opposite. Nor is it "anti" this or that. Rather it is "pro" in character. It intends to keep on the move in a forward direction as its "verbal" name implies.

Specifically it proposes to serve as a vehicle wherein all management—department heads, foremen and supervisors, senior executives, and functional heads—may exchange ideas in two areas:

(1) How to develop between management groups of different degrees of responsibility, a character of teamwork and unity of purpose such as we find displayed, for example, in the best traditions of the American gridiron. This will necessitate greater supervisory proficiency.

(2) How to explain the operation of the complex American competitive system so that its significance to the individual man can be so fully appreciated by him that he will avoid doing those things which in the long run are detrimental to the best interests of himself and his fellow workers in our economic relationships.

These are very large and very vital undertakings. MANAGE and its sponsors, The National Association of Foremen, are not "big time" organizations. Perhaps that is all to the good. We hope they never do become "big time" in the sense that they become complacent and self centered. For MANAGE is going to need a great deal of help. Men in management, whether they head up the greatest industrial enterprises in the nation or have just pulled on their first pair of long trousers in supervision of men, are going to have to do a lot of "figuring"—then toss their ideas on the table so that we all can take a look at them and see how we may use them.

Here in MANAGE, for the first time, is the opportunity for men in the foreman wing of the management team, to give expression to their own constructive ideas about how to get the job rolling, without a feeling that they are merely "talking to themselves." At the outset, MANAGE faces this problem: that foremen are unaccustomed to expressing themselves for publication. The opposite is true of many chief executives. But it is time that foremen began to cure this deficiency. They are on the "firing line." They have a close range opportunity to find out what is needed to do an effective job of leadership. Senior executives need to become acquainted with their ideas of what should and can be done. Let's do something about it.

MANAGE hopes it will not be placed in the position of having to turn down "negative" contributions. You and every other management man are already weary of gripes. Since this is our first opportunity to make the suggestion, let's say that from here on out we shall expect each other to keep our attitudes constructive, which is the only way to accomplish results.

We propose, then, that readers of MANAGE also be contributors; that a management man can expect to find in it ways and means of doing a more realistic job of leadership in industry,

both as an individual and as a member of a management team; that he can expect material which he can use, in clarifying to those under his direction, how our competitive system functions and its significance to them as individuals.

In its attitude, MANAGE will be guided by this cardinal principle: "Let not him who is homeless pull down the house of another, but let him work diligently and build one for himself." —Abraham Lincoln. If this proposition makes sense to you, then we all accept it. Not simply because it is ascribed to Lincoln, but because it is right and reasonable to men who love the fullest measure of liberty consistent with an organized and progressing civilization.

**There's a challenge** in every copy of MANAGE. The men who are giving of their time and knowledge as contributors, represent the best industrial management ability in America. Those who are making sacrifices to serve as regular contributing editors, do so in the belief that all of us will use their ideas for furtherance of the American competitive system, to which we all owe so much, and for improvement of our leadership of men in industry and in our communities.

We are fortunate to have their cooperation and stimulation. We can thank them time and again, but they will not truly be repaid until we shall begin to make note of significant facts they give us for ready use. Then, when talking things over with the men we supervise, make use of every opportunity to spread these truths about the best work-system in the world. Every man who directs the work of others should carry for handy reference, a small book of quick facts about his own industry and our industrial system. If we go about the job ahead in this manner, we shall not only have repaid those who are playing on the team with us, but we shall have performed a great service for the men whom we supervise and for ourselves.

**Grave concern for B. A. Hodapp,** president of The National Association of Foremen, is felt throughout the organization as we go to press. Mr. Hodapp suffered a critical heart attack in August and at the moment his condition remains grave. His many friends throughout NAF are saddened by the news and are hopeful of a rapid recovery. Bernie, as we all know, is a great fighter.

**Advertising response** has been very encouraging for the first issue. Our friends have given us a good start. MANAGE and its sponsor, The National Association of Foremen, are controlled by the NAF hundred-member board of directors composed of management men from many companies in industry, serving without compensation. Members of the board are elected by the individual management clubs. It is a non-profit organization in the strictest sense of the word.

**MANAGE**

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**Bums and garbage cans** are peculiar to America. Where else in the world can a man become a bum if he wants to? What other nation in the world has any use for garbage cans? Naturally, America would quickly sink into oblivion as a free nation if many chose the irresponsible life of the bum. Then, of course, our food production would drop to such a low level that we ourselves, would no longer have any use for garbage cans.

The extreme opposite of the bum is the citizen who voluntarily shoulders his full responsibility, including that of productive effort to the best of his ability. Between these two opposites are to be found many varying degrees of shouldered responsibility and productive effort.

In so far as men consciously band together to reduce their own normal individual productive efforts, they are helping to lower America to the status of bums. If that is their goal, it never can be attained as history has proven, because before that time is even neared, a strong-arm man always shows up, takes over, and then everybody is under forced labor without choice. Then the bum, as we know him here in America, disappears entirely—and so do the garbage cans, because a nation of forced labor has yet to be productive enough to have any use for them.

It is our belief that America is still on the right track so long as we still have bums and garbage cans. We share the concern of the bum in the Rama cartoon (here reproduced) that the "right" to be a bum is a fundamental one that we should guard, so long as we do not exercise that right very generally.



"I had a terrible nightmare last night! The government repealed the right to loaf."—From HOW TO BE POPULAR THOUGH CONSERVATIVE.

Good neighbors are indispensable, whether we be individuals or organizations. As an individual, moving from populous Chicago where one kind of neighborliness exists to Trotwood, Ohio (population 1000), where a differ-

ent character of neighborliness is found, is apt to focus one's attention upon this important element of community relations.

Perhaps that is why certain very commendable community relations activities of several NAF management clubs, as reported in this issue, claim our interest. The blood bank donations of the Convair group; the Family-Day Open House where twenty thousand visitors were guests of the Lockheed Club; the orphan group from Detroit made happy as guests of the Briggs Club; The Pratt & Letchworth Company Centennial project undertaken by their 1848 Club; Kimberly Mill Club's aid in the Scout Camporee; the teen-age ball team sponsored by the Ethyl Club—these, in addition to scholarship award activities of several of them and many other NAF clubs around the country, are instances which we are happy to point out.

It may not be improper to suggest that a club, which finds no way to engage in some good-neighbor activity at least once a year, is under-programmed as to the character of activities which management groups should undertake.

**Wall flowers** among potential activities of management clubs, so far as we are aware, are the many "unclaimed" opportunities to win employee regard for the club and its members.

More talent could be sought among employees and their families for presentation in club programs on the entertainment side, for example. Long-service employees could be honored by special spot-light ceremonies. A series of hobby exhibits might be arranged wherein one or more employees' hobbies would be displayed at successive club meetings. A full scale hobby show could be sponsored by the club with many exhibits by scores of employees and where the community is invited to view them, with a handy contribution box in lieu of admission prices to help defray the cost of such an undertaking.

NAF management clubs might properly consider the importance of establishing themselves and their members in the high esteem of their employee groups. Good relations outside regular hours will make easier the job of supervisory leadership in the shop. Does this make sense? Do we need to make our leadership more effective? Keep us posted.

Wife: "Every time you see a pretty girl you forget you're married."

Husband: "You're wrong, my dear, nothing brings home the fact with so much force!"

Hotel bellboy: "Telegram for Mr. Neidspondiavanci! Mr. Neidspondiavanci! Telegram for Mr. Neidspondiavanci!"

Man sitting in lobby: "What is the initial, please?"

## "We, the readers"



Dear Editor:

At a meeting of the Queens County (N. Y.) Board of Control, the question of our new magazine was discussed at length, and I enumerate points which were stressed:

Request that magazine include articles of educational value to management.

Authors of educational articles to be men of responsible positions in industry.

Eliminate any copy which "smacks" of back slapping and congratulations from one phase of the NAF to the other.

Publish pertinent facts concerning proposed or contemplated legislation, national and state, which bear directly or indirectly on management.

Follow the labor pattern as it is set by the NLRB and the courts relative to the interpretations of the "Taft-Hartley" law.

Report trend as it appears in wage demands.

Cover proceedings of important industrial management groups other than those of the NAF.

Reduce to a minimum and change the composition of pictures taken in connection with charter presentations.

In short, the wish was expressed, that we not lose sight of our prime purpose as an educational institution. An effort should be made to so compose the text of our magazine as to make it readable and interesting to executive management within NAF affiliated industries, and to hold the attention of industry not affiliated with the NAF. Our new magazine has a man-sized job set out for it, and we do hope that the staff will not be placed in a position of relying exclusively on news sent in by clubs across the country.

Sincerely,  
Roy Bryant  
(Durkee Famous Foods  
Elmhurst, L. I., N. Y.)

Dear Editor:

We know there are a million people in the United States who can neither read nor write. What we do not know is how many people there are who are not classified as illiterate, but can read only with extreme difficulty. How effective with these people are posters and descriptive literature that makes up most of our safety education? Pictures get over only part of the message.

A recent survey of people in our

(Continued Page 56)



## DEVELOPING MANAGERS... *Grow or "Go".*

By William Levy

"About the biggest fallacy in industry today is that plant executives and foremen don't need training but other employees do."

(Prefatory note)

As a manager you either improve continually or move out. This part of the magazine will point out steps which NAF, its affiliated clubs, and various plants are taking to give their management men an opportunity to grow. The first issue presents in part a picture of one of the most unusual and effective services offered by any association—THE MANAGEMENT UNITY SEMINAR.—Editor.

### A MEETING . . . IN DAYTON . . . CHANGES . . . MEN'S ATTITUDES

#### A MEETING . . .

It is the spring of 1947. Drawing the curtain of time, we see three men in the executive offices of a Detroit plant. Bill Jones, a well-groomed man of fifty-five, is completely at home in the surroundings. Why not? He's general manager and these are his offices. The remaining two, shift uncomfortably from one foot to the other while exchanging looks that fairly drip with venom.

Al Brown, a chunky, solidly built individual in his 40's, is a maintenance foreman who is proud of an established reputation for being hard and tough but honest in what he believes and willing to speak up even to the "big wheels." A quick review of his background shows that he will soon have his 25-year pin and that before being dubbed foreman he was a Union Committee man, steward and muscle man on the goon squad. He glares at Fred Stone who in his return glances, makes no attempt to conceal his displeasure in Al's company. You see, Fred, an electrical foreman with 20 years company service, has a bitter memory etched in his mind—Al and the Union physically man-handled him in earlier days because, as a worker, Fred wouldn't join up. Wounds and epithets like "brown nose" are not quickly forgotten.

Bill starts the conversation with "How would you men like to go to Dayton, Ohio for a week to attend the NAF Management Unity Seminar?"

"What's the angle?"

"You mean both of us?"

The questions from Al and Fred come almost as one.

"There's no angle," replies the manager. "In fact you are under no obligations. All we ask is that you attend, listen, take part if you want and tell us what you think of it. And, Fred, we want both of you to go so that we can get different slants on what takes place."

"What about expenses?"

"You'll get the customary expense allowance."

"Well, okay—but remember, Bill, no one is going to get me to sell my buddies down the river," spoke up Al, "and I'll turn in my notice before I turn 'company stooge.' "

"How about you, Fred?"

After a slight pause, Fred answered, "You have always been on the level with me, Mr. Jones, and if you want me to go I will, but why are you sending me instead of someone else?"

"Because we were asked to pick leaders regardless of background or attitudes."

"Do I have to stay with Al?"

"Not unless you want to."

"Well I don't and the less I have to do with him the more I'll like it."

"Suits me," retorted Al . . .

Around the country, in a steel plant in Pittsburgh, an oil company in the East, a chemical concern of the Middle West, and a utility company of the South, foremen, general foremen and a few superintendents were conferring with company officials or industrial relations managers.

The purpose: to select men to attend the Seminar and find out about NAF. Sixteen men from seven companies converge on Dayton . . .

### IN DAYTON . . .

Let's follow the week's activities at Dayton through the eyes and thoughts of Al and Fred. It's Monday morning and Fred, who came in last night, walks to the NAF headquarters which is a few blocks from the hotel. A staff member greets him and introduces him to the half dozen or so men who are gathered in the foyer of the conference room. There are still about 15 minutes until the session starts. Fred idly examines the signs and folders set in wall panels which catch the eye and then takes his seat at the table. A program agenda placed before him is



Some of the NAF staff members appeared in the Management Unity Seminar (left to right): Roy J. Bell, regional manager; J. E. Bathurst, manager; John Greer, regional manager; William Levy, manager of education.

scanned and it looks like he isn't going to have much free time . . .

The program starts at "9" with a few introductory remarks by the moderator. Fred is busy sizing up the other participants, but he catches a few of the comments—"we'll all stick to facts . . . all cards are dealt face up and on top of the table . . . we ban no questions and shoot no angles."

This brings the trace of a smile on Fred's features: (mentally) "Where have I heard that before? Sounds like the same old mullarkey."

The moderator introduces the first session leader of the morning who has been talking about 15 minutes when Al and three other Seminar participants wander in. Al explains their being late by, "We got mixed up in our directions and went to the wrong address" . . . then (mentally): "I wonder what would happen if I told them we were down at the Union Hall getting the low-down on this gang."

He takes a seat and his thoughts continue:

"So this is the Seminar at NAF headquarters . . . if they think they're going to fill me full of their hot air, they're crazy . . . I'd be a sucker not to take a paid vacation with expense money" . . .

The voice of the speaker breaks his reverie with, "We believe you can accomplish more for all levels of management and industry through a philosophy of voluntary cooperation and teamwork than through force and pressure-minded individuals" . . .

Al (mentally): "Is that guy nuts? Our plant isn't a Sunday School . . . when a super is yelling for more and more production you can't be a panty waist and get work out of a gang of foreigners . . . I should smarten him up right now but I'll wait until I get a little more of the lay of the land and then hop on one of the "mahogany row" guys that appear next . . . this junk may take with a company stooge like Fred but there's a couple of other guys like me who really know the score" . . .

During the question period someone asks: "How is the NAF paid staff and national office financed?"

Answer: "Out of the \$4 national dues." Al (figuring): "This must be a peanut organization—we charge \$1 a month in the Union. I'll bet they get their dough from the NAM" . . .

He asks the question and is told that there is no tie in, financial or otherwise, between the two organizations

At the break, Fred joins one group and Al joins the fellows he came with. While the men are drinking coffee, you hear such comments as "I didn't know till Friday that I was coming" . . . "I'm going to hit the sack early tonight" . . . "The train ride was bumpy—I didn't sleep" . . . "What can you do in this town" . . . "I wish I knew what this is all about" . . .

The men reassemble to hear the next session. A plant president who was



A group of management men from around the country assembled in Dayton.

one of the originators of the movement describes the conditions after World War I which lead to the formation of the first NAF club. The men are impressed by his sincerity and the simple and effective style which he uses in talking to them. Al figures: "Here's where I show up the first of these stuffed shirts."

"Question? What would you do if the foremen in your plant organized?"

"I don't think that would happen since I believe foremen must be managers if a plant is to operate and we've felt that way since 1918. They must be dealt in on everything that affects management men and be real managers. They must either be part or a part from the management team. They can't ride two horses. We would have to set up a new line organization."

Al passes this by since he doesn't have a quick reply.

Al (mentally again): "This is a small town operator. I'll wait and get one of the brass working for a big corporation on the hook when he comes up."

Someone asks the speaker, "How does top management around the country feel about the NAF?"

After pointing out some of the difficulties in the early days he states that there has been an ever increasing acceptance and shows that the organization has had a steady growth during its existence . . .

The men next hear from a general manager who says, "I talk to you as a man who has come up the hard way. I have no degrees and I talk as a shop foreman. To me a foreman or foreman is a leader of men and I am still a foreman."

When he saw the subject "An Industrialist Looks At Free Enterprise" Al figured this guy would be a natural to tear into but now he isn't so sure.

The speaker continues in his shop style, with no high pressure sales talk

but a simple living story of free enterprise as he sees it . . .

"We can't exist with a philosophy of 'life without energy' or 'something for nothing', but must accept one of supply and demand through original productivity." The men give him a round of applause when he finishes, acknowledging a good job and the questions raised are merely for clarification. Al lays off because he doesn't want to be shown up, although he still feels it's a lot of hot air . . .

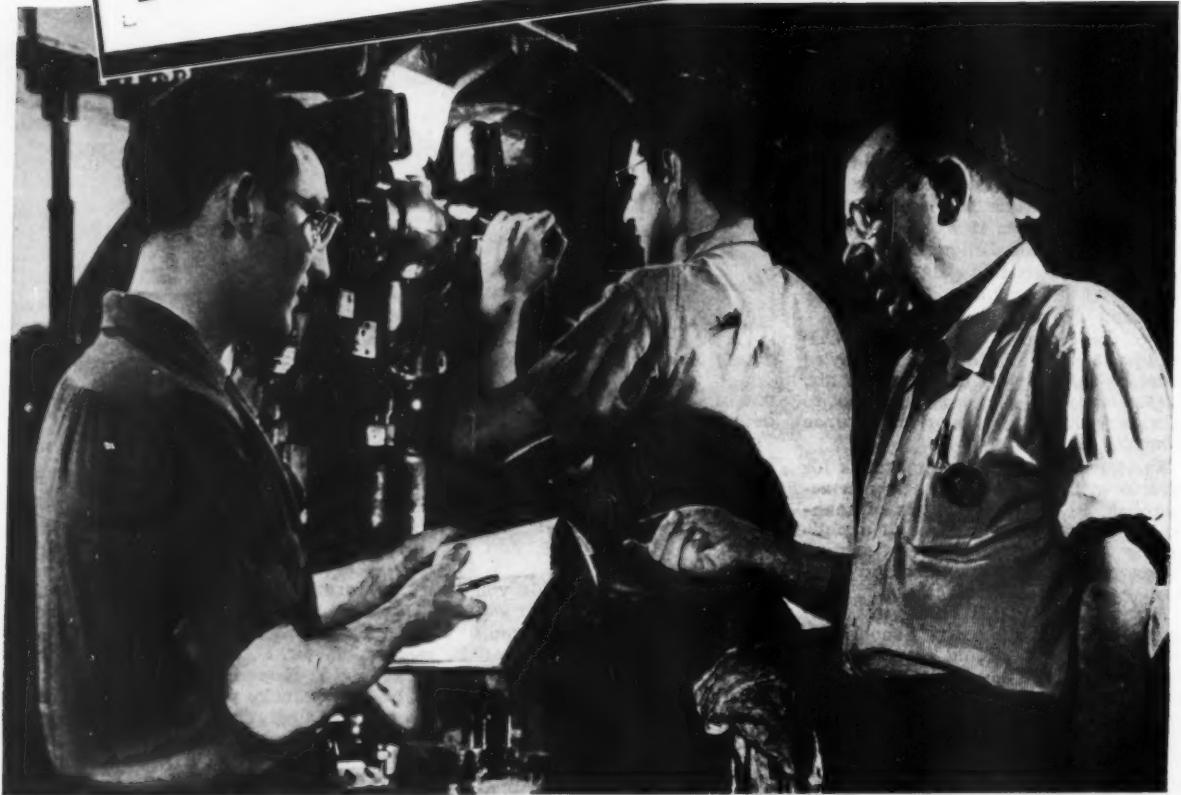
Al goes to lunch with his friends and they make plans for "a big time" that evening. One of the fellows cracks, "Remember that convention at Atlantic City? That sure was a dilly."

The afternoon features an industrial relations manager whom Al recognizes as a former member of a large Detroit plant. The speaker traces the causes that lead to foreman organization and although Al doesn't agree with him he is impressed with his facts and hard hitting style. This fellow knows Bill Jones (general manager at Fred and Al's plant) and in answer to a question raised by Fred about Bill's feelings toward foremen as part of the management team, he relates what took place in a recent meeting. Fred is impressed . . .

The next area, on paper, looks pretty dry—"Foreman Legislation"—particularly since it's to be given by an attorney. The presentation traces the development of foreman legislation . . . The Wagner Act . . . NLRB Decisions . . . Case Bill . . . Taft-Hartley Bill . . . and concludes with the statement: "Legislation in itself is a negative action which may remove the obstacles of the NLRB, but will never solve the problems of management as effectively as a positive approach."

(Continued Page 63)

# production with safety



Management has learned there are no unsafe shortcuts to profitable production.

This places a premium on the type of foreman who trains his workers in safe work practices . . . who investigates and analyzes every accident, however slight . . . who anticipates hazards and applies sound accident prevention techniques—to maintain efficiency and high morale in his working force.

For such foremen, the opportunities in industry are without limit . . . for it is of such stuff that top management is made.

The National Safety Council salutes the American Foreman . . . for his achievement in profitable production . . . and for his unfailing help in the constant effort to attain the ultimate goal of Production with Safety.

*Ned H Dearborn*

President, National Safety Council

*This page sponsored by companies interested in promoting safety*

# INTRODUCTIONS...

## IRWIN LAMP

Editor

Many of you are probably asking: Who is "Lamp", editor of our new magazine?

Well, as editorial assistant to Mr. Lamp, I've been asked that question by a lot of people interested in the success of MANAGE. So just to give you an idea of what your editor is like, here's a brief account of his background.

Irwin Lamp was born in Licking County, Ohio, November 21, 1898. His early years were spent in suburban Columbus, Ohio, where he attended East High School and Ohio State University.

Following school he worked as cashier-clerk for the Columbus Power & Light Co. (Now Columbus & Southern Ohio Electric Co.)—later became credit manager.

In 1926 he went with The Pure Oil Company as accountant—moved with them to Chicago that year.

His assignments with Pure Oil have been varied. His management viewpoints reflect the influence of many years' training under that well-managed company. His assignments included: advertising and sales promotion—mostly writing institutional articles; on leave to National Oil Industry Code Committee under NIRA 1933-35 where he was first office manager, then Committee secretary in Washington, D.C.; returned to Pure as assistant to personnel director; assigned to "Madison" oil trials (two years); took over duties of managing editor of PURE OIL NEWS (three years); returned to



NAF President B. A. Hodapp signs contract for printing MANAGE. Also seated is Walter F. Heer, president of The Heer Printing Company, Columbus, Ohio. Standing (left): Martin C. Scheibel, vice president of Heer Company, and Irwin Lamp, editor.

Washington, D.C. as company representative 1941-43; returned to Chicago to "pinch hit" for Pure's director of public relations; on leave as public relations director of U.S. Petroleum Administration for War—14-state Midwest area; loaned by Pure to Grand

Lodge of Masons of Illinois to direct public relations activities of their Veterans Program; back to Pure where engaged in war contract studies for Pure; loaned by Pure to The National Association of Foremen for year previous to June 1, 1948, in the capacity of Chicago regional manager and assistant in public relations activities; assumed job as editor of MANAGE June 1.

So much for the "business side" of Mr. Lamp. He's married to the former June Sherry Mooney of Oklahoma City. Has two daughters, Jacqueline Elizabeth and Sherry Lucille. The Lamps live in Trotwood, Ohio, and activities include tennis and bridge.—Ruth Aschbacher.

## FRED G. CLARK

Contributing Editor

It is a real satisfaction to introduce Mr. Fred G. Clark, general chairman of The American Economic Foundation, New York, as a contributing editor. Economics is a subject of importance to every management man, especially our own American brand of economics. There are so many economic theories which are unsound and not in keeping with the welfare of the American competitive system today, that real care must be exercised in sorting the good from the bad.

Recently, Mr. Louis Ruthenburg, president of Servel, Inc. and one of the founders of NAF, presented several of Fred Clark's facts and observations in SERVEL INKLINGS "The President's



Fred G. Clark

Letter". At the conclusion of his statement, Mr. Ruthenburg commented: "These findings of the [American Economic] Foundation have been studied by the smartest thinkers in the country—both right-wingers and left-wingers—and no one has found them faulty. They deserve careful study."

Mr. Clark has a combat style of writing which readily holds reader interest. He minces no words, feeling there has been too much vagueness already in our economic discussions. Readers will find Mr. Clark's facts in form readily usable in everyday management practice.

Mr. Fred Clark was born in Cleveland in 1890. He attended Cleveland University School and later Kenyon College.

His career began in the oil industry: oil tester, plant superintendent, office manager, salesman—then captain, U.S. Army, first World War. Returning to business he reached top-management levels and was successively president of three Midwest oil companies.

Mr. Clark was subsequently president (1933) of Clark, Curtin and Norton, Inc., New York City, at which time he was already engaged in the fight upon economic fallacies, making 200 national radio broadcasts as the "Voice of the Crusaders".

In the late thirties, Mr. Clark organized The Fact Finders Institute, The Institute for Industrial Progress, and in 1939, he founded The American Economic Foundation.

With Richard Stanton Rimanoczy, education director of the Foundation, he pioneered research work into the causes of economic frictions. These contributions have already found their way into the operations of many corporations. The public's misunderstanding of how business operates, and not prejudice, is, according to Mr. Clark, the major cause of economic frictions. Moreover, the technical language of



Harry P. Jeffrey

business has made it difficult, if not impossible, for labor and the general public to get a straight-forward answer to the question of who-gets-how-much-for-doing-what.

Mr. Clark is engaged in a heavy program of research activities, organizational work, and writing. He is author of the *Magnificent Delusion*, and co-author of *The New Crusade, How We Live*, a new primer entitled *Money*, and a new intellectual combat manual, *How To Be Popular Though Conservative*.

He directs the Foundation's "Semantics Laboratory," in connection with which he recently completed 360 radio debates, under the title of "Wake Up, America!" heard over 107 stations, and a similarly-titled debate-in-print, appearing in 950 newspapers.

## HARRY P. JEFFREY

Contributing Editor

MANAGE is fortunate, indeed, to have the able assistance of Mr. Harry P. Jeffrey, as contributing editor who will keep us posted about matters involving legislation and court decisions in his monthly column "We Look At Washington."

Mr. Jeffrey was born December 26, 1901, at Dayton, Ohio. He attended the public schools of Dayton and was graduated from the Arts College of Ohio State University in 1924 with a degree of B.A. and from the Law College of Ohio State University in 1926 with a degree of J.D.

While at the University, he was elected to membership in Phi Beta Kappa, Order of the Coif and Delta Sigma Rho.

Mr. Jeffrey was an instructor at Ohio State for one year immediately following his graduation and thereafter engaged in the practice of law continuously since that time. He is a member of the law firm of Iddings, Jeffrey, Weisman and Rogers, Dayton, and is counsel for the Foremen's League for Education and Association and The National Association of Foremen.

From 1933 to 1936, Mr. Jeffrey was a Special Assistant Attorney General of Ohio, assisting in the liquidation of banks and building and loan associations. In November 1942 he was elected from the Third District of Ohio as a Member of the Congress of the United States and served during the Seventy-Eighth Congress.

Mr. Jeffrey is married and resides with his wife and three children at Dayton.

We are certain that our readers will follow Mr. Jeffrey's observations with real interest and will find them helpful in their own management practice.—Editor.

## CONTRIBUTORS . . . from Page 5

president 1919-20; vice president 1921-29; and in 1929 he became president.

Outside activities of Mr. Given include: chairman, Dominion Brake Shoe Co., Ltd., Canada; chairman, Joliette Steel Ltd., Canada; honorary president, *Fabrications Auxiliaires des Industries Locomotrices*, Paris, France; president, 720 Park Avenue Corporation, New York; director: Mellon Nat'l. Bank & Trust Co., Pittsburgh; Bankers Trust Co., New York; Westinghouse Air Brake Co., Union Switch & Signal Co., Pittsburgh; Combustion Engineering Co., The Legal Aid Society, Citizens Committee on the Courts, Inc., American Red Cross, New York; Canadian Ramapo Iron Works, Ltd., Canada.

He is also director and executive committee member, Bucyrus-Erie Co., Milwaukee; adviser to board of managers, Lincoln School for Nurses, director, National Industrial Conference Board, and vestryman and standing committee member, Trinity

Church, New York; trustee, Industrial Hygiene Foundation, Pittsburgh; member, lay council, New York Academy of Medicine; chairman, Committee for University Development, Yale University, New Haven.

Mr. Given was 1st lieutenant and captain, 165th Regiment, U. S. Army, 1917-19 with European service.

Mr. Maurice R. Franks, director, National-Labor Management Foundation and editor of *PARTNERS* magazine, writes with extraordinary appreciation of the foreman's position as "Industry's 'Middle Man'", because Mr. Franks came up through the ranks of labor. Born September 24, 1899 to Roman Catholic parents in Clare Castle, County Clare, Ireland, he came to America as a poor immigrant boy and became an American citizen.

Mr. Franks received his education at Christian Brothers College, St. Viators College and St. Berchman's Seminary.

Since 1922 Mr. Franks has served labor as a worker, organizer, commit-

teeman, business agent and editor and his union affiliations included the Switchmen's Union of North America and the Railroad Yardmasters of North America. He has a wide acquaintance among and holds the high regard of many industrial executives.

Mr. Fred G. Clark, general chairman of the American Economic Foundation, whose hard-hitting combat style, used in discrediting economic fallacies which surround our American system, is apparent in his "The Biggest Sales Job In All History" is a contributing editor of MANAGE. He is introduced to our readers elsewhere in this issue.

Mr. Harry P. Jeffrey, attorney and NAF legal counsel, who sets the pattern for "We Look At Washington" to be presented monthly by him, is likewise introduced elsewhere in this issue as a contributing editor. Others giving of their time and thinking as contributing editors will be introduced

MANAGE

as their initial contributions appear.

**Mr. Edwin M. Selfe**, supervisor, The Detroit Edison Company, discusses the foreman-management problem from a non-executive viewpoint. Mr. Selfe has served his company for 18 years. During the war he was asked to assist in the training of Ordnance Department supervisory personnel at Washington, D. C. Following this assignment, he acted as a training specialist with supervisors in courses offered by Wayne University at Detroit.

Mr. Selfe is a charter member and past president of Supervisors Forum of Detroit and a former director of The National Association of Foremen.

**Mr. W. J. Mowery**, foreman, The Columbus Auto Parts Company, introduces the "Foremen's Round Table" in this issue. Mr. Mowery has 20 years service with his company. A charter member of The Foremen's Club of Columbus, he has missed only one meeting in nine years. He has served on the various club committees and held all "elected" offices, having been club president in 1944-45 when the organization was voted national honors.

Mr. Mowery, now a member of the Club's advisory board, organized the "booster set-up" (now widely used by NAF clubs), and served as its first chairman. He also initiated the management club in his own Company and serves as its educational director. Certified as NAF Code of Ethics instructor, he also participates in NAF seminar programs.

**Dr. William Levy**, manager of education for The National Association of Foremen, inaugurates his regular department in this issue, "Developing Managers". His will be the kind of material which will often cause you to feel the urge to sit down and write "Dear Bill". Do just that. He is universally liked and your acquaintance with him, whether personally or through correspondence, will become a real satisfaction and stimulation.

Dr. Levy spent twenty years in industry: a riveter, structural layer-out, draftsman and engineer. More recently he has engaged in university research and during the war he headed up a war production training project encompassing half a million men and women. The past three years he has done an outstanding job as manager of education for NAF.

With plenty of opportunities to engage in more remunerative activities, he prefers the field of education. He holds four degrees from Ohio State University in engineering and industrial education, including a Ph.D. which he received in 1945.

**Mr. Ray Monsalvage**, one of the younger staff members of The National Association of Foremen, doing duty as an administrative assistant to the manager, explores some of the highlights—"what to see"—of Philadelphia where the NAF Convention and Silver

MANAGE

Anniversary will be held September 23, 24, and 25. He is a graduate of Birmingham-Southern College.

"Good morning, madam," said the gas company service man. "I understand there's something in the house that won't work."

"Yes, he's upstairs in bed."—*The Briggs Assembler*.

A story told by Burnett Hershey, author and war correspondent, has been making the rounds in Washington. Even collectivist-minded individuals admit it's good, although it razzes the Soviet system. It goes this way:

An American labor delegation visited the Skoda works in Czechoslovakia. The Americans asked: "To whom does this factory belong?"

"We, the people, own it," said the guides.

"Who owns the machinery?" asked the Americans.

"We, the people, own it."

"Who gets the profits?" the visitors demanded.

"We, the people get them," was the reply.

Then the Americans saw three large cars parked nearby, and asked who owned them.

"One is owned by the commissar for defense, the second belongs to the chairman of the workers' committee, and the third to the representative from Moscow, who is visiting here," the guides told them.

Then a Skoda delegation arrived in America to tour industrial plants. An American labor leader showed them the Ford factory.

"Who owns this factory?" the visitors asked.

"Mr. Ford does," said the American.

"Who owns the machinery?" they demanded, and were told Mr. Ford owned it.

"Who gets the profits?" the Skoda men continued.

"Mr. Ford does," said the American.

Then the visitors saw 30,000 cars parked in a nearby lot, and asked: "Who owns all those cars?"

The American grinned. Then he said: "We, the people, own those cars."

## MOSQUITO SEASON



Hosom in the PURE OIL NEWS.

# The Foreman's Round Table

## AN INVITATION - FROM ONE FOREMAN TO ANOTHER

By W. J. Mowery, Foreman  
The Columbus Auto Parts  
Company

MANAGE is desirous of bringing to its reading members problems that continually confront today's foremen. The NAF has spent many years seeking to understand just what does bother, not only foremen, but upper management as well. Now that the long awaited magazine of the NAF has become a reality, our organization can better serve its members. It is up to all members to make the publication more useful by contributing their problems to "The Foremen's Round Table" column, which will appear each month.

Foremen, who have the desire to be better supervisors, are participating in the many training classes where various subjects and problems are discussed. However, foremen feel that some of their problems haven't been solved to their liking in these smaller groups. Therefore, this column is initiated to help you to get a better and more thorough solution or explanation. Now, with 40,000 readers of this column each month given a chance to submit answers to their problems, a tremendous result will be yours if you take advantage of your opportunity. You may pose a problem and suggest a solution of your own if you wish.

We are not necessarily interested in



W. J. Mowery, a dyed-in-the-wool foreman, who has become an outstanding figure in the social and business life of his community through association and exchange of ideas.

the mechanical problems, such as a better way to assemble a particular unit, or what was wrong with the analysis of certain steel that it didn't machine properly. We are most interested in those human relation problems that constantly creep up when you least expect.

You needn't have literary training to send in your problems to MANAGE. Just write it as if you were telling another foreman, putting down all the facts simply and understandably. After all, your NAF fully understands foremen. And as the writer has often said, "If I have been successful, and I believe I have, I owe it to the NAF."

The Foremen's Round Table will be just what the name implies. Therefore, there won't be any corners that would tend to sidetrack your problems. This is not a contest, or you don't have to cut out any coupons.

We know that "Through Association, We Grow," and one of the objectives of this column is to watch 40,000 reading foremen grow. MANAGE is eager to give fullest cooperation to all its readers, and, likewise, seeks cooperation from all its readers in carrying out its purposes.

Now what do you say, fellas managers of American industry, let's be on the team and not just with it.

### EMPLOYEE CONFIDENCE

I believe that the biggest problem facing the foreman today is to earn and keep the confidence and respect of his employees. I say *earn*, because that is the only way it can be had. Confidence and respect cannot be bought; neither does it come automatically with a title. It is something the employees give to a supervisor and they can take it away at any time.

Without the confidence and respect of his people, a foreman will have no end of difficulties in his routine duties of getting out production. In view of this fact then, it is my conviction that a foreman's biggest problem is to so conduct himself in his treatment and handling of his people that he will earn their wholehearted confidence, respect and cooperation.—Alvin E. Olson, The Upjohn Company, Kalamazoo, Michigan.

### BIGGEST JOB IN MANAGEMENT

I am a cost accountant, privileged, as a supervisor, to be a member of the NAF. The biggest job I have ever had in eighteen years of experience is to present cost information to a foreman or supervisor in such a way as to make him want to use it.

Accounting departments in company after company prepare reams and reams of reports. They spend thousands of dollars on clerical help, machinery, equipment, and space so that these people can turn out good management data. Yet the ratio of effective results generally is microscopic.

Let us examine the reason: Usually a foreman has been chosen for the job because he was considered the best man available. Likewise, usually very

little attention has been paid to his grasp of management principles. As a result, the poor guy has so many things to do, so many demands to meet that he has not time to properly analyze and co-ordinate his efforts. Mostly, he works like a dog, long before and long after his men are on the job. He attends meetings, conferences, studies production requirements, is pulled this way and that by the demands of his basic job which is to produce a required amount of sales value for his company.

Then what happens? The accounting department presents him with a lot of efficiency reports that show he is not doing so well. Production is down under last month, costs are up over last month, costs are up over a year ago, overhead is up, idle time is up. In short, he has lost money on his operations, or at best, not made as much profit as someone thinks he should. Can you blame him for being just a little resentful? I can't.

The crux of the situation is that most accounting departments do not spend sufficient effort in helping their foremen to understand and evaluate the reports that are prepared for them. In some companies, when such co-operation is in effect, the foremen themselves devise and design the best reports. They understand what the figures mean. They can translate dollars into physical factors or units. The job becomes easier. The foreman considers the effect on his cost of operation as he makes various moves, or changes, or substitutions. He begins to analyze his daily operations as they occur and is no longer faced with the problem of trying to justify apparently inefficient operations a month after the event has happened.

The goal is for the accounting department to become a clearing house used to record basic cost data and set out additional or supposedly excess costs with footnotes explaining the reasons for these occurrences. In many instances company policy or company practices, or possibly industry practices, cause excess cost. Obsolete equipment and improper flow of work, a burdensome method of moving material—many things can be responsible for high costs. And, in a lot of cases, the foreman is not at fault at all. It is the job of someone higher up the line to correct situations beyond his control.

Naturally, he can suggest, even introduce, methods of improvement.

My only plea is that the accounting department and foreman get together. Let the accounting department learn what the physical operation is all about. Let the foreman learn what the reports are all about. Tear them apart, dig back to source data, challenge every entry on a report, insist on an explanation, and pretty soon you will find yourself subconsciously weighing and evaluating every move before it is taken.

The result—greatly reduced costs, increased profits and more remuneration for the foremen—since you must first make money for the company by whom

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you are employed before they can allow you to make more money.

Give it a try, you will be surprised.—  
J. W. Doedli, Ceramic Supervisors Club, Los Angeles 26, California.

**EDITOR'S NOTE:** Mr. Doedli speaks from 18 years experience in management accounting in printing, metal parts fabrication to assembly; aircraft, tire, machine shop die, fixture, can and clay products manufacturing.

## On The Cover

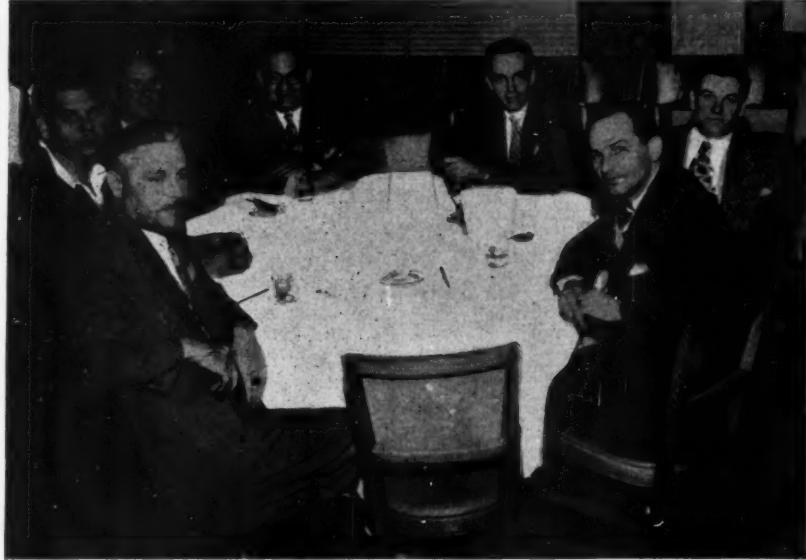
To MANAGE goes the honor of presenting Frank H. "Irish" Irelan, hard-hitting general manager of General Motors Delco Products Division, and chairman of NAF's 1948 Convention and Silver Anniversary Celebration. To Mr. Irelan goes all those "if-you-don't-mind-my-saying-so" wisecracks about executives who finally break down and let someone publish their pictures. But, pay no heed and remember the thousands of NAF management to whom "Irish", as he is familiarly known, is symbolic in this year of NAF's quarter-century celebration.

Mr. Irelan has been a stalwart believer in the importance of the NAF undertaking for years and years. During those early days when this organization of management men was struggling through its "teens", he was always in there at the plate driving home the runs with everything he had.

Frank Irelan has served. He has given of his personal time, his resources, his thinking to activate the principles and philosophy of the NAF. He truly symbolizes those in executive management who have gone forth from the more comfortable atmosphere of their executive offices to personally take part in the furtherance of unity-in-management as envisioned by the NAF. We are happy that more and more of our industrial leaders in America are doing the same—it is an encouragement to those in their own companies who have only begun to recognize their new responsibilities as members of the management team; it is an encouragement to all of the near 40,000 NAF foremen and supervisors and department heads and superintendents and executives who are united together, prodding the growth and insuring the productivity of the roots which NAF is implanting in the soil of American industry.

Frank Henry Irelan was born in Darke County, Ohio, on January 3, 1893. He attended school in Hollansburg, Ohio, and Indiana Business College.

Mr. Irelan's life experience has been in the field of business administration and foremanship. He has served his years of experience with such companies as Adams Express Company, Hayes Track Appliance Company, Dayton Engineering Laboratories Company, Delco Brake Division and Delco Products Division of General Motors Corporation, and is now serving his ninth year as General Manager of the latter division.



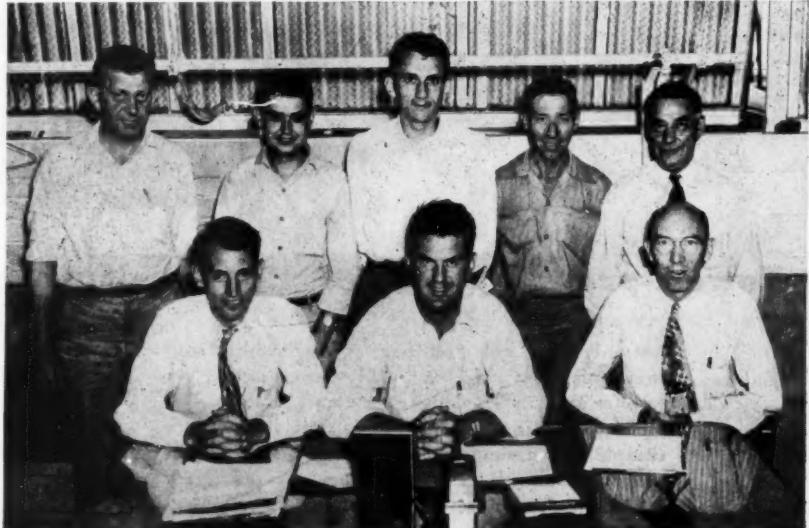
"Informally yours" group of NAF directors while attending recent board meeting in Detroit where they were guests of Great Lakes Steel. While there they also visited Briggs and Detroit Edison plants. Around the table from left: E. J. Burroughs, Commercial Solvents, Terre Haute; A. Szybko, Lien Chemical, Chicago; Herbert Charters, Briggs Indiana Corp., Evansville; Harry Acker, Inland Steel, A. Schwan, National Tube, Jerry Turek, Dole Valve and B. Duda, United Specialties Company, all from the Chicago area.

Mr. Irelan is active in civic affairs, serving in Dayton, Ohio, as city commissioner for four years, and on the Board of Education for two years. He served as president of the Dayton Foremen's Club, president of the Dayton District of the Society of Automotive Engineers, national president of the National Association of Foremen, and a director of the Ohio Manufacturers' Association.

At present, he is a trustee of the Foremen's League, 33° Mason, board member of the Dayton Community Chest, Miami Valley Hospital, Chamber

of Commerce, regular member of the Dayton Engineers' Club, Nomad Club, Executive Club, Y. M. C. A., S. A. R., Army Ordnance Association and Automobile Old-Timer's Club.

Like his parents who were church people, Mr. Irelan is a member of the Christian Congregational Church. He is the father of three boys and one girl and he takes a great interest in his nine grandchildren. He also takes great pride in his farming endeavors where he goes in for cattle raising. Mr. and Mrs. Irelan reside in Dayton, Ohio.

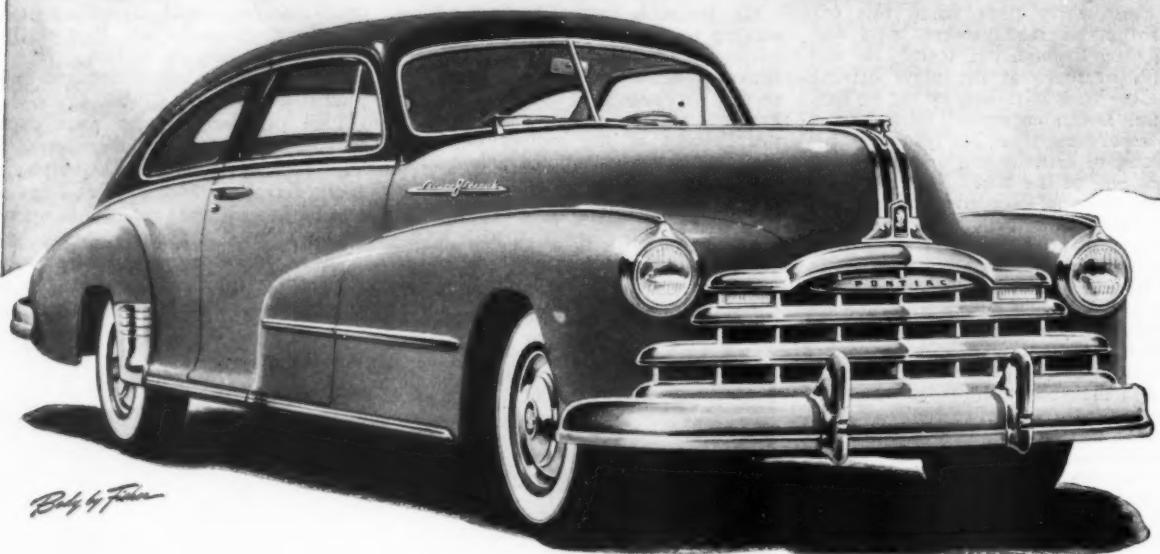


Proud of their new officers are members of Gar Wood Management Club (Mattoon, Ill.). Seated (left to right): Art Evans, president; Frank Egan, vice-president; Wm. Ostergren, secretary. Standing: Floyd Tonjum, sergeant at arms; Sherwood Perry, board of control; Jack Perkins, treasurer; Victor Sempsrote and James Noble, board of control.

*A fine car made even finer.*



# PONTIAC



## Lowest-priced car with GM Hydra-Matic Drive!

Not only is the new Pontiac far more beautiful and luxurious—but it is the world's lowest-priced car to offer the superb driving ease and safety of GM Hydra-Matic Drive. This mechanical masterpiece completely eliminates the clutch pedal and shifts gears automatically. You just sit back—and *drive!* It is available on all models as optional\* equipment. For every reason, your next car should be a Pontiac.

It not only stands alone in its field for beauty, for performance, for comfort, and for dependability—but it is now one of the world's truly *luxurious* cars. A look and a ride, and you'll agree—on every count, it's Pontiac!



Models illustrated are Deluxe Streamliners—Two-Door and Four-Door. White sidewall tires optional at additional cost.

\*at additional cost.

Tune in HENRY J. TAYLOR on the air twice weekly

**PONTIAC MOTOR DIVISION of GENERAL MOTORS CORPORATION**

MANAGE



1848 Club's officers and board of control (left to right): Benjamin Jackson, secretary; Joseph Mache, president; Stanley Wojcieszak, treasurer; Miles Stover, vice president; members of board, Harry Cowan, Frank Macano, Charles Arkland.

By Walter N. Whitney

## PRATT & LETCHWORTH CLUB TAKES OVER COMPANY CENTENNIAL

ONE of Buffalo's oldest manufacturing companies, Pratt & Letchworth Company, Inc., whose influence on that city's industrial growth can be matched by few others, recently celebrated its one-hundredth anniversary. The Company, which believes it was the first to produce steel castings, is one of the oldest foundries in the United States and now ranks as one of the top producers for railway equipment.

At the invitation of Company President Keith Williams, a firm believer in the NAF, the 1848 Club took over the complete program. Using an industrial exposition as a hub, a carefully planned program was set up which involved every member of the 1848 Club as well as many of the employees for whom the celebration was planned.

The industrial exposition itself, was put on by the Buffalo Chamber of Commerce to develop greater public interest and pride in the Buffalo area as a manufacturing center; to emphasize diversity of products on which the city bases its prospects for economic stability; to give the personnel of Buffalo's industrial plants an opportunity to see and show their families, in dramatic form, finished products of their own craftsmanship; and to educate our youth on the opportunities for interesting employment in their home communities—aims certainly worthy to travel with the high ideals of the NAF.

### Opening Night Designated As P. & L. Night

Cooperating with the 1848 Club, the Chamber of Commerce designated the opening night as P. & L. Centennial Night. In the belief that other NAF Clubs, if given similar opportunities, would be able to get some help from the planned program it is touched upon briefly in this story.

The Company, never having used service pins and borrowing from the successful experience of many companies, agreed to adopt them. The

committee of Club members, in making the necessary research, discovered that management had good reason to be proud of the information disclosed. Forty-six employees were eligible for the 25-Year Club, having been in the service an aggregate of 1448 years.

Of the more than 900 employees, 52 per cent had been with the Company more than five years. President Williams had the time of his life personally presenting the pins.

The 1848 Club committee, recognizing the value of the pins depends in a great measure on how they are kept "alive", has set-up a full program which includes special recognition as each employee becomes eligible for the next-in-line pin and, of course, for those who reach the five-year class. The 25-Year Club will have an annual celebration.

Arrangements were made with the Buffalo affiliate of the American Broadcasting Company to interview as many of the members of the 25-Year Club as could be crammed into 15 minutes. A splendid tribute to the Company developed as one listened to these unrehearsed interviews.

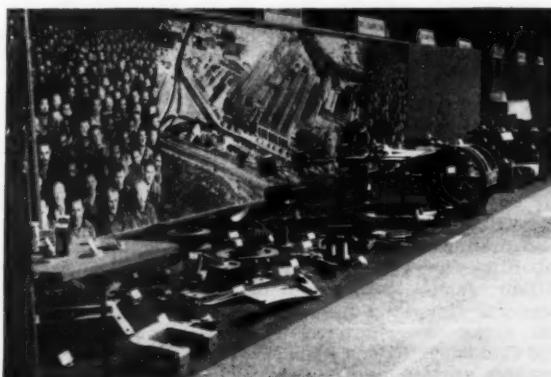
### Exhibit Played Up The NAF

Five hundred square feet of space were taken in the exposition itself, to present the Company's products to more than 100,000 visitors; featured prominently was the NAF with its "Code of Ethics" banner which NAF headquarters loaned. A special committee distributed NAF literature to interested visitors. One member devoted himself exclusively to carrying the NAF message, interesting both employees and management.

The Club dug down in its treasury and came up with \$250 for door prizes which were drawn for at the completion of the regular program.

Originally, superintendent of personnel (more recently made works manager), Alan Thompson had been instrumental in the 1848 Club organization, which occurred less than three years ago. The same year he was elected a director in the NAF and the area's growth has been mainly due to his efforts and management's encouragement. Many leads were developed

(Continued Page 60)



Background of exhibit: P. & L. employees and air view of plant—various castings in foreground.



In a very commendable community and public relations endeavor, the Lockheed Management Club of Burbank, California, staged Family-Day Open House when 20,000 visitors viewed the Constellation and other Lockheed planes.

## FOREMEN'S CLUBS ACTIVE IN COMMUNITY RELATIONS WORK

**LOCKHEED MANAGEMENT CLUB**—Twenty thousand visitors were guests of the Club at the first Lockheed Family-Day Open House since 1944. This highly successful event was the brainchild of Club President Steve Bean and was planned, organized and conducted by Management Club members with Don Stone as coordinator. Approximately 100 Club members acted as hosts and were stationed at key points along the route through the three main plants to explain detail operations, give general information and to play guardians to lost children—or parents.

Lockheed's four current production planes were on display—the Constellation, Constitution, P2V Neptune, and F-80 Shooting Star.

Courtland S. Gross, Lockheed vice president and general manager, gave high praise for the efficient and friendly manner in which the Club conducted the Open House.—W. R. Wilson

**GRAYSON ADMINISTRATIVE CONFERENCE**—At a dinner meeting June 22 in the cafeteria, members celebrated the 20th anniversary of the founding of their Company, "Grayson Controls". Principal speakers were, T. T. Arden, executive vice president of Grayson Controls, Hal Singleton, sales manager, and Wilbur Jackson, processing superintendent. Mr. Singleton and Mr. Jackson spoke on the early-day growth of the Company. Mr. Arden brought the members up to

date and predicted bright things for the future.

Wilbur Jackson and Harry Jackson, being among the oldest in point of service, did the honors of cutting the huge birthday cake. Guests were introduced by Vern Pope, scholarship chairman. Two winners from the Los Angeles area, Verne Price and Ray Miller, were sponsored by the Grayson Club. The boys' parents were also present.

Armon Andrews, Club President presented Walt Conaway, retiring NAF director, with a certificate of appreciation for his work in behalf of the NAF and the G.A.C. Tom Jeffers also received an award certificate as past president. Fred Beck was elected secretary-treasurer to replace Mrs. Frieda McIntyre who resigned, due to illness.

The meeting was a huge success and S. Manly, shop superintendent, stressed the value of accomplishment of the Grayson Foremen due to close cooperation. After pledging allegiance to the Flag, the meeting adjourned.—Joe McMillan.

**LOS ANGELES TWA MANAGEMENT CLUB**—The Club held its first official meeting at Scully's Restaurant May 7. Following a swell dinner, Ed Seits of the NAF, presented the organization with its NAF Charter.

Following the acceptance of the charter J. S. Bartles, regional operations manager TWA, W. H. Thaw, regional industrial relations manager

TWA and R. E. Montgomery, regional general sales manager, teamed up to present their conceptions of "Who and What is Management in TWA". The meeting was then opened to the floor and various questions were directed to them regarding Company plans and policies.—George Rockwell.

**CONVAIR FOREMEN'S CLUB**—Our club at the San Diego Division of Consolidated Vultee Aircraft Corporation is well established as a driving force behind all that contributes to community welfare. A recent activity was a mass donation by 14 club members to the remaining source of free blood in San Diego County. Members have launched a drive to focus attention of all Convair employees on the needs of this worthy institution.

Convair supervisory personnel who joined in this donation were David Fleet, Fred H. Nipper, D. C. Wilkins, Jr., W. S. Cockrell, Ned Crawford, M. F. Stoughton, D. Whorton, Barney Chambers, R. E. Walkington, I. G. Roeder, Jack Freeman, H. W. Meyers, C. J. Norris and M. Waldin.

The club had a fine display, in conjunction with Consolidated Vultee's, at San Diego County Fair, now rated one of California's best. Photographs in the display depicted graphically the role of our Club in the community, stressing items such as the mass blood donation, scholarship award program, entertainment of club members and families. We also displayed many clippings from local newspapers, indicating acceptance of our publicity.

Installation of new officers and presentation of checks to winners of the scholarship program took place at the June meeting.

Barney Chambers turned over the presidential gavel to A. A. Vernon and other new officers and board members were ushered to their duties in a ceremony presided over by R. L. Williams. Taking office with Vernon were J. S. Bryant, vice president; R. J. Dillon, recording secretary; D. H. Van Dahl, financial secretary; H. W. Meyers, treasurer; and Mike Alianelli and P. A. Carlson, board of control.

Five students who won this year's scholarship awards were guests of honor and each was presented with a \$100 check by Carl Snyder, chairman of the Scholarship Committee. This project is sponsored yearly by the Club in San Diego city and county high schools and junior colleges. Competition is open to high school seniors and first year college students in 17 high schools and junior colleges in this area. Awards went to Edmund Earl White, Kenneth McEwan, and Peter Clark of San Diego Junior College; David Juring and Kenneth W. Pichon of San Diego High School.

Students were judged on a 500-word essay on "How I Plan To Achieve My Goal In Industry." Judges also weighed personal and scholastic records. Winners were picked by a three-man committee: Admiral C. T. Durgin, commanding officer, Naval Air Bases, 11th and 12th districts; George Scott, civic

# AT REVERE

## THE FOREMEN KNOW WHAT'S GOING ON!



Foremen at Revere Copper and Brass Incorporated are thoroughly informed of all developments within the company. Their close contact with other management personnel is maintained through meetings, letters and booklets that are all a part of Revere's progressive Foreman's Understanding Program.

When Paul Revere founded the first copper mill in America, it is probable that his business associates were also his friends and neighbors. It is still recognized at Revere that everyone's future personal successes depend on the teamwork of all. That's why we're all "partners in Revere."

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Carl Snyder, chairman of Convair Foremen's Club Scholarship Committee, hands \$100 check to Kenneth Pichon of San Diego High School, one of the five winners of this year's awards. Others about to receive awards are (from left): Kenneth McEwan, San Diego Junior College; David W. Jurling, San Diego High School; Edmund Earl White, and Peter Clark, San Diego Junior College.

leader and department store executive; and Forrest Warren, columnist.

Speaker at the meeting was William Sample, American Airlines. His subject was "Air Transportation." — D. Rodriguez

## BOEING SUPERVISORS CLAIM PAY DEDUCTION SOLVES DUES PROBLEM

**SEATTLE**—There has been one more notation on paystubs at the Boeing Airplane Company since July 22 and, in that length of time, membership in the Boeing Supervisor's Club has risen 58 per cent. A new dues collecting payroll deduction plan was what turned the trick and club officers are not only confident of continuing to build up membership through it but in being able to reduce the costs of club financing, and to maintain a more stable membership roster.

The pros and cons of adopting the new plan were put before the club's 386 members last June prior to offering it as an amendment to the club's constitution. The situation that they faced at that time is quite probably similar to difficulties faced by many other management clubs today.

Membership had fluctuated each time a ten dollar dues payment came up on the calendar; it took hundreds of man hours to convince all of the members that they should renew their membership each year and attend each "pay as you go" club function; and it was increasingly difficult to either schedule individual programs or a season plan



in advance without more definite knowledge of just how many members to count on accommodating.

To understand just how the payroll deduction plan adopted by the Boeing Airplane Company solved these problems and how it might possibly solve the financial muddles of similar clubs, it is necessary to see just how the plan evolved.

When the club was chartered in 1946, its financial setup called for a flat dues payment of ten dollars from each member at the beginning of each financial year. An additional two dollar assessment was made upon attendance at each club function.

By the end of that year, 108 men had joined and the club's officers had every reason to believe at that time that by applying a few new rules based on the lessons of their year's experience, they could count on continued growth. Their one change at that time was to substitute a sliding dues payment scale for the first year's flat ten-dollar fee. Recruiting had become difficult towards the middle of the financial year because no allowance had been made to reduce the total dues fee for incoming members as the year progressed.

A count of heads at the start of the second year showed the club where it really stood. Membership had dropped 79 per cent almost overnight. It was just too much to expect each man to re-enroll to the tune of ten-dollars cash then and there. Certainly, they'd join up again—they liked the club—but, wait till next payday. They did rejoin, too—but it took as big a membership drive as it did during the first year, a drive that the club officers had been willing to undertake once, but certainly not every year.

That second year found not only the membership drive as a continued nuisance, but the same old bugaboo of try-



Still able to sit up and take nourishment, and a free ticket to a ball game, are these members of Convair Foremen's Club participating in group donation to San Diego blood bank. From left: H. W. Meyers, David Fleet, W. S. Cockrell, M. F. Stoughton, I. G. Rooder. Giving tickets is Elvira Shicker.

Left—Convair Club's effective exhibit at San Diego Fair plays up Club's community relations program.

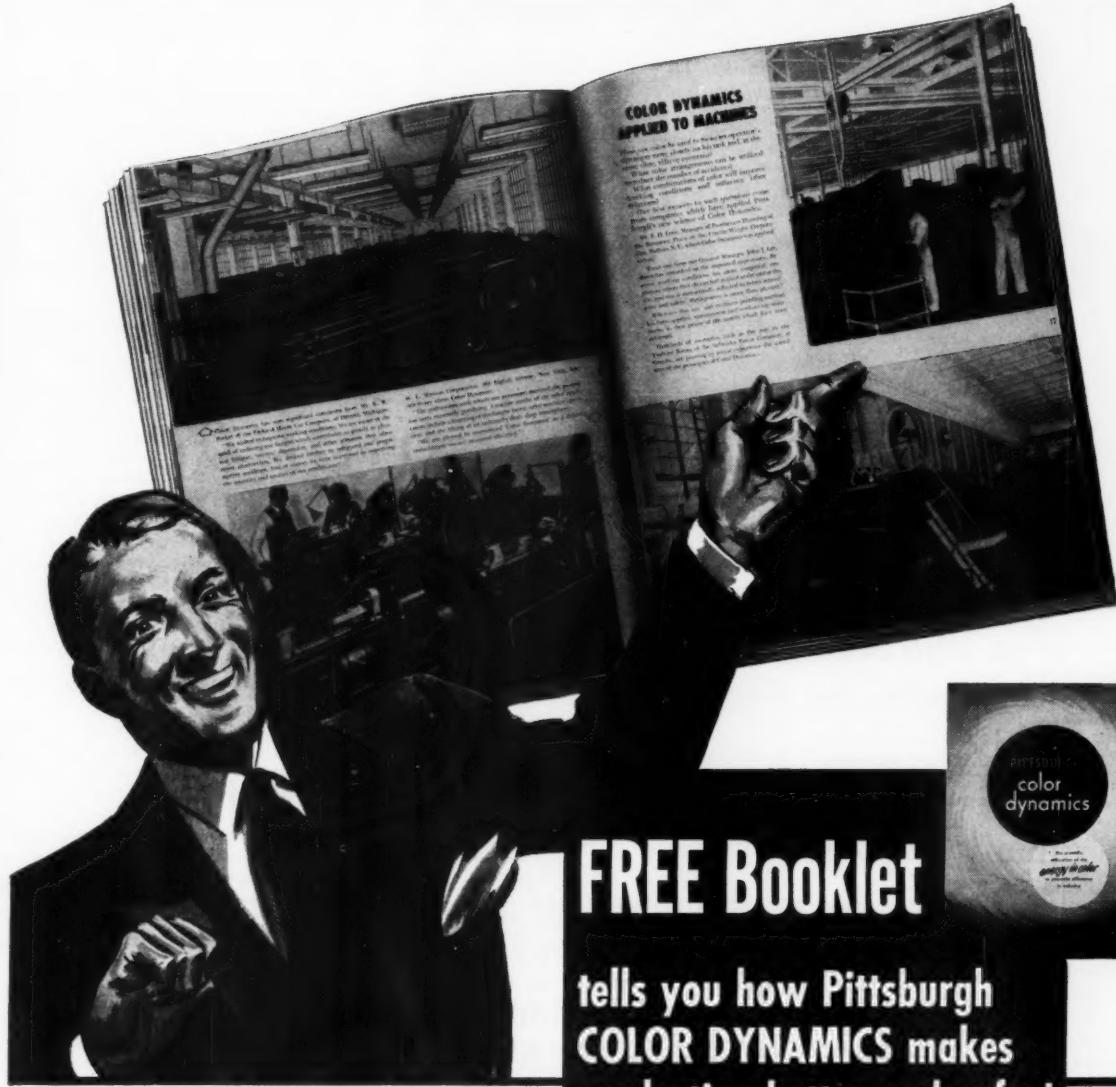
ing to collect the two-dollar payment each time a club function came up was in as much evidence as in the year before.

One possibility of eliminating the two-dollar assessments was only briefly considered. If, say, six functions were planned for the coming year, twelve dollars, or, perhaps ten could be added to the initial membership fee so that collections would be made in one full swoop instead of dribbling along throughout the year. The insurmountable disadvantage of the plan was in collecting twenty dollars from the membership at the outset of each year. The mere ten dollars fee was already a stumbling block—twenty dollars was out of the question.

The only solution of the club's problems then, at the beginning of the third fiscal year was to devise a system of making it easy for a man to pay his dues. The payroll deduction plan was the obvious answer, and the Boeing Airplane Company was willing to cooperate.

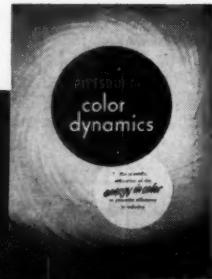
Through its adoption, at the end of the first month, the painfully solicited membership gradually built to 386 members, suddenly shot up to 611.

Here is how the new system works. Membership in the club is solicited one, and only one time, and the solicitor does not have to get off on the wrong foot by asking for any immediate outlay of money. He merely asks the prospective member to sign his name on a request form for a payroll deduction. The deduction itself amounts to \$5.50 from the check of the first month of membership and \$1.50 per month thereafter. Of this \$1.50 payment, 33 cents is applied toward the following year's dues to the NAF so that no lump sum payments will be due in coming years. To drop membership, a man need only call the Boeing Accounting Department. With such a



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leading causes of fatigue and lowered efficiency. COLOR DYNAMICS also makes use of *morale-building* colors to promote cheerfulness and restrain mental depression. *Safety* colors reduce accident hazards.

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It is craftsmanship—and it lives at Fisher Body for many reasons.

Among the most important is the simple fact that Fisher Body is a good place to work.

Fisher welcomes the foreman who enjoys the responsibility of making Body by Fisher, of training others, of directing manufacturing, of being management on the front line—the man who takes pride in keeping true craftsmanship alive.

Public preference goes to Body by Fisher because it is truly “better by far.”

FISHER BODY DIVISION  
GENERAL MOTORS CORPORATION

painless system, however, club officials feel sure that very few calls will be made.

Not only does this system eliminate constant dunning for money but it also insures that each member pays for each function whether he attends it or not.

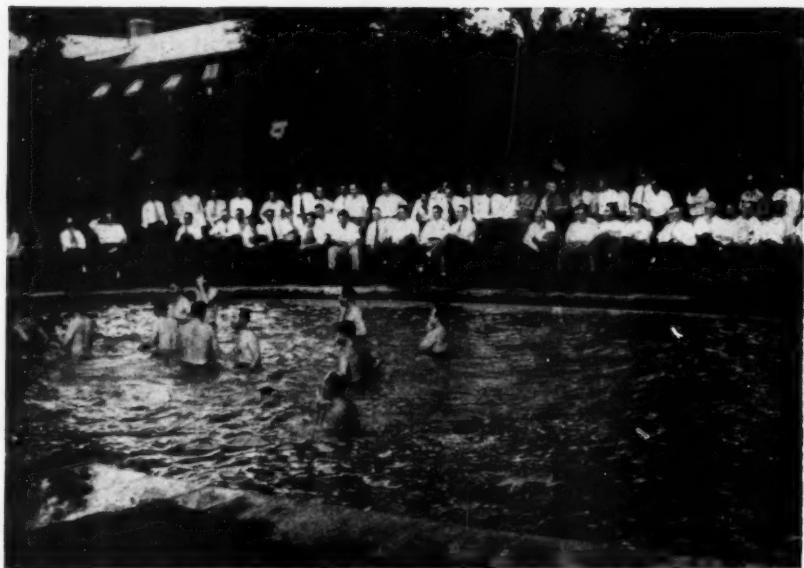
The Boeing Supervisor's Club payroll deduction system is less than two months old, but its officers are certain that its benefits will grow even greater in the future.—Peter Bush

**KINGS COUNTY FOREMAN'S CLUB**—Election of officers was held at the Park Vanderbilt in Brooklyn, New York. Unanimously elected for 1948-1949 were: president, Lloyd E. Larson, A. Schrader's Son; 1st vice president, Carl F. Carlson, Sperry Gyroscope Company; 2nd vice president, William Chandler, Brooklyn Borough Gas Company; secretary, Hugo E. Gentsch, John J. Cavagnaro Company; treasurer William Tierney, Eberhard Faber Pencil Company; sergeant at arms, Jack Bar. Rockwell Manufacturing Company. The installation will take place at the next regular meeting of the club on October 21.—Earl Valet.

**MAYTAG MANAGEMENT CLUB**—The Club climaxed its summer program July 19 when 230 members and their guests gathered at the home of Fred L. Maytag, president of The Maytag Company, for a rollicking evening of fun, food and entertainment.

Cancelling all business activities for the evening, the members enjoyed a program which included contests in the outdoor swimming pool, ping pong and dart games, a dinner of fried chicken and a show featuring professional stage acts.

Main feature on the program of the Club at its regular monthly meeting,



Maytag Management Club members group around outdoor swimming pool as several participate in water polo during summer outing, July 19, at home of Fred L. Maytag, president of The Maytag Company. The outing is an annual feature of the Club's summer program.



Ladies' night at National Tube Supervisors Club at Gary, Indiana.



NAF Director Ed Seits presents charter to Dick Fuller, president of Los Angeles TWA Management Club. Others left to right: Bob McCabe, Dick Beatty, Dale Corwin, Fuller, Seits, George Naeve, Dick Tewell, Stan Burton, and John Hultquist.

August 2, was the presentation of the movie, "This Is Aluminum," through the courtesy of the Aluminum Corporation of America. During the business meeting, which was conducted by President C. A. Staubus, members completed plans for a ladies night program to be held September 20.—George F. Burmeister.

**COLUMBUS FOREMEN'S CLUB**—W. P. Shultz, president, has announced appointment of Edwin L. Knoebel, as coordinator of the Club following resignation of Chas. E. Smith.

Former Columbus industrial executive, Knoebel was recently associated with the Joy Manufacturing Company in New Philadelphia as personnel director where he organized a management club affiliated with NAF.

A long record of personnel and production experience with Ranco, Inc., and Ebro Manufacturing Company in Columbus qualifies him for the full time job of coordinating the activities of the Columbus Foremen's Club and the eight shop clubs with a combined membership of nearly 800 management men—all members of NAF.

Past president of the Columbus Industrial Executives Club and former treasurer of the Central Ohio Personnel Association, Knoebel held the office of member of the Board of Directors in charge of welfare in the Columbus Club in 1944. During the war years he served as industry member on several NLRB panels.

Mr. Knoebel plans to continue the remarkable achievements of the Columbus Foremen's Club as it shoots for recognition as outstanding club in America for the fourth consecutive year during the coming NAF Convention. It is expected that about fifty of the local club's membership will attend the convention.



**M & R DIETETIC MANAGEMENT CLUB**—At the June 16 meeting, in an impressive ceremony, B. A. Hodapp, president of the NAF, installed the new officers for the year 1948-1949. These officers are president, Raymond Baker, production foreman; vice-president, George Keefe, stock room foreman; and secretary-treasurer, K. K. Schellenger, production superintendent. As each was formally installed in office, Mr. Hodapp presented him a lighted candle, symbolic of the light of leadership which had been bestowed upon him.

Staff members appointed were Kenneth Ortman, assistant control chemist, program chairman, and Bud Martin, packing foreman, to serve as the booster foreman.

J. J. Quilligan, president, M & R Dietetic Laboratories, expressed his interest and enthusiasm in the club and commended members upon results achieved in its first year as a management club.—Richard Stoltz

**OLSON RUG COMPANY SUPERVISOR'S CLUB**—July proved a busy one for unusual activities in our organization. An outing was held the July 4 week-end at the "Big Woods Lodge" on Big Lake St. Germaine in the Northwoods of Wisconsin. This is a beautiful jack-pine laden estate maintained by Walter E. Olson, president of Olson Rug Company, solely for the use of his employees. Many of them spend

**COMMUNITY RELATIONS AT ITS BEST**—Briggs Management Club's annual family picnic cheered these Detroit area orphans who were their guests. Presentation ceremony is that of Briggs Management Club's Scholarship Awards (\$1500 each). From left: Harry Wookson, former chief of Chrysler Institute of Engineering, award judge; Dr. John L. Glees, scholarship chairman; Edward Hopkins, club president; Reverend Father Hugh P. O'Neil, S. J., judge; Robert J. Lucas, winner; John A. Burnie, winner. Third judge was Dr. Warren K. Layton, Detroit Board of Education. Runner-up was Mary Ann Regal, awarded gold pen-pencil set.

their vacations at the Lodge. The Supervisor's Club left Friday noon and returned the following Tuesday with their share of muskies and wall-eyed pike.

July 10, was the date of the annual picnic and golf tournament at Villa Olivia Country Club. The Supervisors took an active part in sponsoring this affair.

The regular meetings of the Supervisor's Club for July and August have been scheduled as out-door meetings by our program chairman, Harry Sikorski and his committee. To round out our interesting July activities, a fishing yacht was chartered for the evening in lieu of a regular meeting, and we were all treated to a ride out into Lake Michigan, for four cool hours fishing and refreshments.

August meeting tends to be just as entertaining, with a horse-shoe tournament and outdoor card party scheduled.—Earl F. Jarvis

**PHOENIX ROLLS MEN'S CLUB** (Pittsburgh Rolls Division of Blaw-Knox Company)—A family outing was held July 29 at the Lodge, North Park. An enjoyable program, including a ball throwing contest for the ladies, horse-shoe pitching tournament for the men, and a ball game for the children followed the serving of a delightful picnic supper. Motion pictures and music for dancing were provided.

Earlier in the month, members visited the plants of two companies having clubs affiliated with NAF: Spang Chalfant Division of National Supply Company and Blaw-Knox Division of Blaw-Knox Company.—Thomas J. Morrissey.

**BLAW-KNOX DIVN. FOREMAN'S CLUB**—On June 26 in the Imperial Room of Hotel Webster Hall, Pittsburgh, the Club held their first annual ladies night dinner and entertainment. After an excellent dinner served to 111 people and addresses by President W. G. White and R. E. Jones, assistant general manager of the division, the group was entertained by a professional master of ceremonies. The two and one-half hour entertainment, made up of audience participation, games, gags, and prizes, was followed by one-half hour of fine music.

Highlights of the evening centered around the presentation of orchids to all the ladies, and the awarding of baseball tickets to the door prize winner, Mrs. Robert Weyman. The success of the evening has suggested that this become an annual event.—T. N. Thomas.



Supervisors Dhondt, Palfyn and Bronke at July 4 weekend outing of Olson Rug Company Supervisors Club, Chicago, patiently awaiting mess call.

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MANAGE



LENAWE COUNTY MANAGEMENT CLUB—Time turned back half a century at the June meeting as 350 members and guests enjoyed a "Gay Nineties" party at the Adrian Armory.

The Lenawee County Management Club was organized last September and under the able leadership of President Scott Hager has reached a vigorous paid up membership of 168. At monthly meetings during the year, members have heard fine lectures and have seen motion pictures.

The June party was the last until September and was strictly a night of fun. Tables were decorated with candles mounted in the necks of bottles, pie plates were used for ash trays, and tin cans for drinking mugs. A barber shop quartet entertained in the early evening and old fashioned "Nickelodion" movies were shown. A full two-hour stage show, included acrobatic and tumbling acts, a black face act, a chorus line, singers and dancers. The hit of the show was a singing couple who enlisted audience participation in old time songs. The men really howled for more.

Scott Hager, president, and Harold Klinger, first vice president, other officers and board members acted as waiters, dressed in the style of the Nineties with long white aprons, handle bar

As Ceramic Supervisors officers (Los Angeles) present McKinley scholarship award (left to right): Dr. Earl C. MacInnis, Director, McKinley Home for Boys; C. E. Hunter, vice president Ceramic Supervisors; Earl Peay, recipient of the award as the outstanding student at the McKinley School for Boys; Allen Paul, secretary, Ceramic Supervisors; Felix Vivas, president, who made the presentation; William G. Taylor, NAF vice president; Marvin Harper, treasurer.



Armon Andrews, Grayson Administrative Conference, presents certificate of appreciation to Walt Conaway, retiring NAF director.

Marv Pulliam (right), newly installed president, North American Aviation Supervisory Club, is sharing Sixth Anniversary birthday cake with Dave Hoffman, retiring club president. Some 400 members were on hand to install new club officers at the July 30 meeting in Los Angeles.



mustaches, hair parted in the middle and plastered down, and heavy make-up. Parked outside the Armory were surreys, buggies and other ancient vehicles of the "Gay Nineties" era.—Don Hostetler.

ETHYL MANAGEMENT CLUB—Our Club has expressed its feeling that management clubs owe something to the community, as well as to their company and themselves, by sponsoring a boys' baseball team. The Nicholson Post of the American Legion arranges each year for the teen-age boys of Baton Rouge (Louisiana) to play baseball under well-trained coaches and trainers. The Ethyl Management Club has sponsored a team for the past two years with very good results. This year the team has won 19 games and lost one, and is at present playing in the City Championship series. The Ethyl Club supplies all uniforms and equipment and pays for the umpire and baseball park. Wiley "Duke" Hartsfield, a member of the Ethyl Club, is the coach and general manager of the team.—H. W. Wheeler.

OLIVER MANAGEMENT CLUB, (Shelbyville, Ill.)—Our Club together with the Gar Wood Management Club of Mattoon and The Sangamo Electric Management Club of Springfield, have completed arrangements for a group get-together dinner meeting September 24 in the main dining room of the St. Nicholas hotel in Decatur. DeLoss Walker, noted inspirational and educational speaker is to be the main speaker and the members of the three clubs are looking forward not only to meeting one another personally but also to an enjoyable evening with Mr. Walker.—R. L. Jones.

SCULLY-JONES MANAGEMENT CLUB—We held our charter night meeting on July 7 at the Old Prague Restaurant. Albin Szybeko, NAF director, presented the charter and gavel and recognized the newly elected and installed officers: Jack Kunhart, president; Bernard Better, vice president; MANAGE

# IT HAPPENS 150 TIMES A DAY IN CHICAGO

A MEASURE of the railroads' high preference for General Motors Diesel locomotives can be found in Chicago, hub of the nation's railways.

There, high-speed mainline passenger trains arrive or depart behind a General Motors Diesel 150 times every day.

Similarly an array of General Motors Diesel-powered trains arrives and departs every day at Washington, Denver, Kansas City, St. Louis, New Orleans, Seattle, Miami, Atlanta, Los Angeles, Minneapolis-St. Paul, Jacksonville, Omaha — in fact at almost every large railroad terminal in the country.

These General Motors Diesel-powered trains include more than 150 of America's most famous "name" trains — the fast flyers and streamliners that have so

greatly increased railway travel.

Such overwhelming endorsement by leading railroads is based on operating experience covering more than one and one-half billion passenger train car-miles piled up behind these locomotives since General Motors pioneered the Diesel mainline locomotives in 1934.

This experience has demonstrated that General Motors Diesels maintain faster, more regular "on time" schedules, cost less to operate, require less maintenance and service and have a far longer useful life than any other type of locomotive.

All of which explains why General Motors is now the world's largest builder of locomotives, and why smart travelers say "*the best trains follow General Motors locomotives!*"

## ELECTRO-MOTIVE DIVISION

GENERAL MOTORS • LA GRANGE, ILL.

Home of the Diesel locomotive



Teen-age team sponsored by the Ethyl Management Club at Baton Rouge (La.), as part of Club's Community relations endeavors, entered the city championship series with a record of 19 wins and one defeat.



Jim Sklenar, treasurer and Arch Johnston, secretary.

James E. Cholewin, Chicago regional manager of NAF, introduced the main speaker, Mr. Crittenton, of the NAF speaker staff.

Mr. Crittenton, nationally known for his 15 years association with the NAF and affiliated clubs, talked to the members about their basic problems and how they as supervisors can work out these problems for better human relations.

Scully-Jones Management Club's charter membership is 34 out of a possible 38 supervisors at Scully-Jones & Company.—J. R. Brown.

**NATIONAL TUBE SUPERVISORS CLUB**—A highly successful ladies night was held by the National Tube Supervisors Club of Gary, Indiana. Some 60 or more couples attended the dinner meeting at Turkey Creek Country Club, and the ladies each received a rose as they entered the Club. The program consisted of group singing, entertainment by the Pantomimers, and the results of the election of officers for the fiscal year. Ed Hadberg, General Foreman of the Hot Mill, was elected president and received the congratulations of Ray Labate who retired as president July 31. In addition to Hadberg, other officers elected were Lou Klausman, executive vice president, Marty Schmidt, re-elected as secretary, Charles Falconer, treasurer, and the following area vice presidents:

Virgil Erickson, Warren Thorpe, James Gunnett, Hugh Tomb and Mike Cavalier. An interesting report was given by the Club's national director, Al Schwan, concerning highlights of the Detroit directors meeting. The evening was concluded by dancing, cards and general good fellowship.—Marty Schmidt.

**JOY MANAGEMENT CLUB**—On July 15, about 100 persons attended the picnic held at Schoenbrunn State Park for members and their families. Following dinner, games were conducted by Richard Wheland for both children and adults and prizes were awarded. Committee in charge was composed of Chairman Dean Price and Mr. and Mrs. Bol Swinderman, Mrs. Dean Price, Dwayne Murphy, Kurt Warmbein, Harold Smith and Ed Wattsjer.—Chas. Bebinger.

**WESTERN DIVISION SUPERVISORS CLUB, APCo**—At regular meeting held in Birmingham July 23 our Club elected these officers for fiscal year beginning September 1: president, J. T. Bass; vice president, J. F. Webb; secretary, W. L. Smith; treasurer, J. W. Price. Members of Board of Control, W. M. Davis, O. C. Oakley, A. C. Wade, P. C. Pogue and J. W. Gilmore.

The Club made excellent progress in the first year of its operation under the leadership of President A. C. Wade, and our plans are for a bigger and better Club next year.—W. L. Smith.

Audience participation at Ladies' night event of Blaw-Knox Division Foremen's Club, Pittsburgh.



**MARION FOREMEN'S CLUB**—The Board of Control met July 13 at the Chamber of Commerce rooms, President W. T. Bland presiding, to plan the year's program. It was decided to hold nine meetings for the men only and two ladies' night meetings. At least two of the stag meetings will be plant visitations.

The kick off meeting on September 14 will be held at the Marion Country Club. Glen Massman will be the speaker. If the reception that Glen received at his last talk in Marion is any criterion, this meeting should be a sell out.

On October 5 the club will sail down the beautiful Scioto to the Ohio Public Service's Scioto power plant. After an inspection of the boilers and turbines, switchboards and gadgets which furnish the electricity to all the manufacturing plants in this vicinity, the club will proceed to the river banks and enjoy a fish fry. The promise is all you can eat.

On October 21 the club will have its first ladies' night at the Masonic Temple. Mrs. Raini Boycheff will be the speaker, and this promises to be a sell out.

The program for the remainder of the year will be announced well in advance.—E. M. Breithaupt.

**DRAVO SUPERVISORS' CLUB**—M. S. McAllister, newly-elected president of the Dravo Supervisors' Club, received the gavel from retiring president, Richard Klein, during installation of new officers at the club's April meeting. Mr. Klein was first president of the club, which was organized last year at Dravo Corporation, Pittsburgh, Penna. In making his final report, Mr. Klein informed his successor that the group's membership is now 159, which represents 90 per cent of the eligible employees. Others who took office with Mr. McAllister were: A. G. McGinnis, vice president; T. J. Hildabrand, secretary; and R. B. Lowe, treasurer. The new board of control consists of Richard Klein, Austin S. Story, Wm. H. Evans, G. R. Heer, and Paul Gulling.

**THILCO FOREMEN'S CLUB**—The first attempt at an outdoor meeting was very successful—facilities of the Fox Valley Golf Club were at the disposal of the Club. In addition to the regular business meeting, food and refreshments were served. Members participated in golf, softball, cards, and horseshoes.—E. J. Mislinski

An old couple lived in the mountains of eastern Tennessee. He was 95 and she was 90. The son, a man of 70, died. As the old folks crossed the pasture to their cabin, after the burial, the woman noticed a tear roll down her husband's cheek. She patted him tenderly on the arm and said, "Never mind, John, never mind; you know I always said we never would raise that boy!"

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# WANTED...a Better Way

## OUR AIM

To build a company which gives  
greater security to its people...  
employees and stockholders.

This means making our company

- A better place to work
- A better neighbor in the  
community
- A better company to sell to
- A better company to buy from
- A better company to invest in

To achieve this Aim we must find  
for everything we do—a better way

*W. B. Givens,*

PRESIDENT

AMERICAN BRAKE SHOE COMPANY

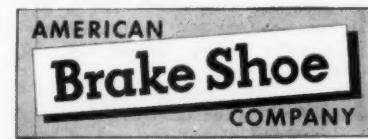
WE of the American Brake  
Shoe Company have a clear-  
cut purpose in our relations with  
each other, with the communi-  
ties in which we live and work,  
and with our customers. Our  
goal, first set forth in 1939, is  
to constantly build and improve  
our company in such a way that  
it will give greater security to its  
employees and stockholders —  
that it will provide greater service  
to customers.

These principles were incor-

porated on a plaque which hangs  
in a prominent place in each of  
the 60 plants and offices of the  
10 Divisions of our company.  
They serve as a daily reminder  
to each of us that we consider  
our aim the foundation on which  
we are endeavoring to build a  
sound, prosperous and useful  
business organization.

It is our intention that we  
shall continue seeking new ways  
to improve our plants and prod-  
ucts, in all the communities in

this country and Canada where  
Brake Shoe plants and offices  
are located. We know that the  
growth and prosperity of our  
company and the America in  
which we live depends on find-  
ing for everything we do—A  
BETTER WAY.



230 PARK AVE., NEW YORK 17, N.Y.

FOR YOUR CAR'S CARE AND REPAIR USE AMERICAN BRAKEBLOK BRAKE LINING, KELLOGG-AMERICAN AIR COMPRESSORS & PAINT SPRAY EQUIPMENT

## Men of Management



Thornton L. Higgins

No small part of the credit for improving management relations and supervisory leadership in the Chicago area is due to Thornton L. Higgins, industrial relations manager, The American Maize-Products Company. Much of this progress has been made under the wing of The National Association of Foremen, of which he is a national director. As chairman of the Chicagoland Committee of the NAF (composed of the presidents of some fifty management clubs there), he has given tirelessly, and always with a willing smile, long hours and solid thinking to these efforts. He is one of those "right kind of people" which Mr. Given speaks about in his story "He Must Be A Leader" in this issue.

Mr. Higgins began with "Amazio" in 1926 as a draftsman in the engineering department. In 1936 he was transferred to the standards department to do time study and engineering work on operations and methods. He went over to the industrial relations department in 1942, and is now industrial relations manager located at the Roby, Indiana operation where 950 persons are employed. He is active in the six-year-old "Amazio Foremen's Club" which boasts of 85 members.

Other activities include: president, Amazio Federal Credit Union; member, Hammond Chamber of Commerce; member, Industrial Relations Association of Chicago; president, Tri-City Personnel Association.

Forty-one years of age, he is married and father of two children.

### UNCOMMON MAN *from Page 11*

wary be irrevocably despoiled of their birthright.

#### Tools and Their Origin

We might start by considering the importance of the tools of production and where they came from. Tools include all those things that men use to fashion the good things of life out of natural resources. They range from tiny and infinitely delicate laboratory devices through power plants, mines, railroads, steamships, warehouses, theatres and stores to the common implements such as hammers, saws and other tools we operate with our hands. They include the lithographer's press, the carpenter's planer, the plumber's truck, the mechanic's wrenches, the painter's ladders, the welder's generator, the machinist's lathe as well as the factory's giant press, its stock of materials and the working capital—cash savings—required to give them life. I assure you, and I think you will agree with me, that the tools of production are what lift men from barbarism to civilization, from scampering through forests to find edible nuts to the comforts and security of American living.

Where do tools come from? Go back to the pioneer farmer: By denying himself part of the food he had raised or by working harder to produce more than he needed he was able to pay another to build a wagon he wanted. The wagon became the farmer's tool—his capital. It belonged to the farmer not to its builder, because it was the farmer who endured the sacrifice in not consuming the equivalent of what he produced. The builder got the equivalent of the wagon he had built in the pioneer's food he was given. Tools come from producing more than one consumes. They are the fruit of self-denial and sacrifice added to exertion. There is no source of tools, and hence of multiplied production, except that more be produced than is consumed or, conversely, that something be saved out of whatever is produced. Saving is the sole source of tools, and hence of wealth and of prosperous well-being. It requires self-denial and sacrifice; it is never undertaken except in the hope of benefiting thereby; it will not be undertaken if benefit therefrom is denied.

#### Only Tools Create Jobs

The fact is, of course, that those who, through their savings, provide the tools of production are the workingman's greatest friend—so much so that without that friend workingmen by the millions would die of starvation and destitution as the nation sank back towards barbarism. Millions so died in Russia when communism replaced capitalism there. Stop and think a moment: Do you know of any way in which a self-sustaining productive job can be created except by someone spending his savings to buy tools that men may use to produce the market-

able goods to cover their continuing wage? I do not. Even the lowly job of digging requires the employer to spend savings for a shovel. For steel production—from mine to market—at least \$20,000 would nowadays be required to create one new job.

#### Incentive to Provide Tools

Let me ask you another question: Do you know of any reason in all this world why any one would voluntarily make sacrifices and save money to buy tools of production for the other fellow to use if he did not expect to get a profit out of it? I do not. Would you yourselves sink your savings in a company that you thought would pay you little or no dividends? Would you so much as give up steak dinners to buy the tools of your own craft unless you thought you could make more money by doing it? So why all this yielding to communist propaganda that profits are sinful? It is high time that someone told the truth about profits in a loud tone of voice:

#### About Profits

Profits are not evil; they are a positive good in the land. They are payment for thrift, self-sacrifice, energy and insight in assembling the tools of production for providing the good things of life. They are the fuel that fires the engines of progress towards more and better goods and more and better jobs. Without profits, there would be no jobs, for who would give pay for work that yielded no benefit to the payer?

Let the worker—either directly or through his government—confiscate the profit of his employer and the reason for his hiring disappears with loss to the worker in wages tenfold the profit confiscated. Buyers, in democratic market-place decision, determine the worth of the product. If its worth yields no profit in its production, then the costs of its production must contract or its production cease and the workers be idle or seek other occupation. If profit is covered within worth then workers' continued employment is by that, and by that alone, guaranteed, while greater production of wanted and worthy products is foreshadowed.

Profit is the proof of the worthiness of production; loss is the proof of its unworthiness, of the waste of the energy and thrift that provided wrong tools of production, or of the job-destroying rapacity of tax gatherers or of workers employed in their operation. The greater the profit the greater the incentive for expanding production and progress; while loss is the proof that progress has stopped. It is not profit that is evil; it is the enemies of profit who are evil for if they prevail millions must die as a spreading dearth of tools blights capacity for survival production.

#### Who Gets What

When tool owners and tool users get together in production the tools do the

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AGE

# **Higher Production Means Higher Wages**

The quickest, and the only safe way to get higher wages is through higher production.

For with higher production there is more of everything for everybody for less money.

When American production is steady and normal—American dollars buy more and more.

When American production is low—American dollars buy less and less.

No one works for the money itself—but what that money will buy in goods and security.

And so long as our production is below par—no amount of money is going to mean anything. Only wilder and wilder inflation can result from an increase in money wages—ahead of a greatly increased and steadily maintained production.

**THE TIMKEN ROLLER BEARING COMPANY, CANTON 6, OHIO**

lion's share of the work and the employees get the lion's share of the pay. This is something that communists and others who seek power out of popular ignorance by stirring up envy, discontent and strife would like to keep secret. But I believe that the truth, as always, will ultimately prevail. A recent survey shows that about ninety-four per cent of the work energy behind American production is mechanical energy—that is, from the tools—leaving about six per cent for human energy. Last year the dividend payments to corporate owners—which constitute their only ultimate incentive to supply tools—were between six and seven billion dollars; but the payment to employees were over one hundred billion dollars. The employees got over ninety-three per cent and the owners less than seven per cent of the cash payments.

#### U. S. Steel

We can see how this works by looking at the figures of one company. Naturally I choose the figures of U. S. Steel. U. S. Steel has over two hundred thousand stockholders and nearly three hundred thousand employees, many of whom are also stockholders. Last year U. S. Steel received from King Customer about two billion dollars in exchange for the goods and services he chose to buy from it.

It required forty-six dollars of sales to provide the common stockholder—the risk taker—with one dollar in dividends. On the same basis the preferred stockholder received fifty-five cents for less risk. For each dollar the common stockholder got, our employees got nineteen dollars and seventy-eight cents—nearly twenty times as much—either directly in wages, or in provisions for their pensions and social security. The government got in taxes three times as much as the common stockholders. All the rest of the money from customers, except one dollar and twenty-three cents for each dollar to the common stockholder, went to buy materials and services needed to conduct the business and to cover the cost of the tools used up in production. The one dollar and twenty-

three cents was not paid to stockholders; it, plus previous savings, was spent to buy new and better tools that will provide more and better products and jobs in the days to come.

#### Tools as the Multiplier

With tools men can produce ten to twenty times as much as without them, with the tool providers getting but one-twentieth to one-tenth of the multiplied production. That in America the hope of profit has been extended as an inducement to those able and willing to provide the tools of production is one of its greatest blessings. That there are others who in ignorance or envy would undermine that profit incentive to provide tools of production is America's greatest tragedy—or grimmest comedy, if you prefer to look at it that way.

Sharpening up the tragedy—or comedy—is the fact that it is the least efficient and least thrifty who most need an abundance of job-creating tools of production to insure their being among those hired; yet they are often the loudest in demanding that profits be taxed away or transferred to them. The ill-housed, ill-clothed and ill-nourished can be better housed, better clothed and better nourished only as more and better tools of production come into existence. But if provision of tools is prevented they will be the first to die in destitution.

#### The Challenge

America is the land of and for Uncommon Men not only because it affords free choice and opportunity for people to become expert in their chosen occupations, but also, as we now see, because it has mechanisms and incentives for providing the tools of production that the skilled must operate if their skill is to have full fruition in abundant production. Neither men nor machines could possibly do the job alone. And neither will be present on the job without pay. Full cooperation and freedom from monopoly or coercion between tool owners and tool users are necessary if the well-nigh miraculous progress of the past is to be repeated in the future.

Here then is the challenge to the Uncommon Man. Not only must he be high-grade in his chosen activity, but also he must be broad gauged in his understanding of the nation's interlocking activities which result in his own and everybody else's wellbeing. Especially must he be on guard against his own perfectly natural prejudices which arise from preoccupation with his own trade to the exclusion of knowledge about the contributions and compensations of others. He would be wise to search always for the facts and the truth, alert to their misrepresentation by power-lusting leaders seeking to play on his emotions and prejudices. It would, in short, be well to remember that eternal vigilance is really and truly the price of that liberty which enables all men in America to make the most of their uncommon abilities and so make ours a land of and for Uncommon Men.

#### NAF CONVENTION from Page 20

#### LIVE, VITAL, AND CONTINUING NAF CLUB EDUCATIONAL PROGRAMS—HOW DO YOU DEVELOPE THEM?

Chairman—Frank B. Cadman, Industrial Relations Manager, Warner Company

Thursday and Friday—\*William Levy, Manager of Education, National Association of Foremen, Dayton, Ohio

#### TECHNIQUES AND DEVELOPMENTS FOR NAF CLUB PRESIDENTS

Chairman—Arnold K. Weber, Personnel Manager, RCA Victor Division

Thursday—\*Adrian A. Kertz, Taylor Forge Management Club, Taylor Forge & Pipe Works, Chicago

Friday—\*John J. Tigert, P.A.A. Management Club, Pan American Airways, Inc., Miami, Fla.

#### HOW CAN WE MAKE THE CLUB SECRETARIES' WORK MORE EFFECTIVE?

Chairman—Rudolf F. Vogeler, Manager Industrial Council, Philadelphia Chamber of Commerce & Board of Trade

Thursday—\*Thomas J. Hayes, Briggs Management Club, Briggs Manufacturing Company, Detroit, Mich.

Harold H. Minister, NAF Director, Diamond Alkali Company, Painesville, Ohio

Friday—\*Stanley M. Slazyk, Taylor Forge Management Club, Taylor Forge & Pipe Works, Chicago

#### SUCCESS FACTORS IN CITY CLUB OPERATION

Chairman—Kenneth W. Ramusson, Personnel Manager, Brown Instrument Company

Thursday—\*Ralph Osborne, Executive Secretary, Rocky Mountain Foremen's Club, Denver, Colorado

Friday—\*Glenn Massman, Executive Secretary, Foremen's Club of Dayton, Ohio

\*Leader.

Note: All Chairmen were selected from Philadelphia and immediate vicinity.

Pittsburgh Plate Glass Management Club of Baltimore hears one of Harry Coopland's good ones as he drives home "Loyalty Among Workers". Guests included their Brush Division salesmen.



# F oremen today...

*leaders of industry tomorrow*

● The foremen of American industry are the backbone of our industrial democracy—the field officers of management. They win their positions by merit, through ambition to get ahead, to provide a better life for their families.

They are tops in their craft, respected in their communities. They are men of leadership, too intelligent to respond to the appeals of those who would disorganize and weaken America's industrial might.

In a socialized economy, on the other hand, foremen are political appointees, rewarded for party loyalty, rather than for ability. Prosperity nose-dives, when commissars try to take the place of foremen.

American Steel Foundries is proud of its foremen. It recognizes their vital contribution to the leadership of the company in its field. It relies upon them . . . as partners in management.

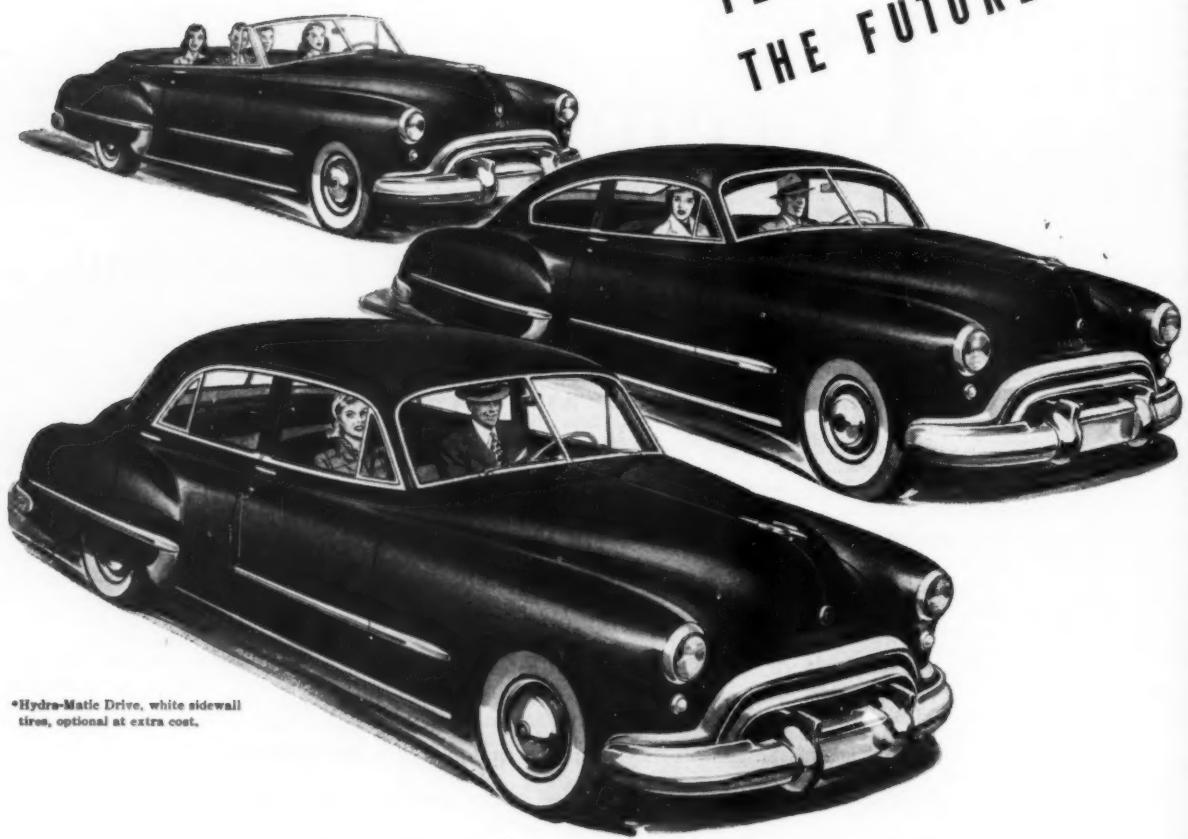
**AMERICAN STEEL FOUNDRIES**

BRIT-MARK OF  FINE CAST STEEL



LEADING THE WAY INTO A NEW GOLDEN ERA...

FLEET OF  
THE FUTURE!



\*Hydra-Matic Drive, white sidewall tires, optional at extra cost.

Here's that terrific trio of smart new Oldsmobiles! The Futuramic Convertible—with its racy, youthful look and all its automatic features. The Futuramic Club Sedan—so low, broad and gracefully styled. And the Futuramic 4-Door Sedan—the car with comfort and visibility beyond anything you've known.

These new Futuramic Oldsmobiles are ahead of the times in performance, too. A new high-compression head adds horsepower—makes Hydra-Matic Drive\* even more notable for its "no-clutch, no-shift" smoothness. And once you step down on the gas to WHIRLAWAY . . . then you'll feel what Futuramic means!



WITH

*Whirlaway*

FUTURAMIC  
OLDSMOBILE

Tune in Henry J. Taylor, Mutual Network, Mondays and Fridays



Kimberly Mill Foremen's Club (Kimberly, Wis.) does good community relations job, members helping set up for Camporee of some 900 Valley Council Boy Scouts. Club entered this attractive float in parade and arranged window display in downtown store.

#### "MUST BE LEADER" from Page 14

aims must be known to every supervisor and every employee. And these aims must be the fundamentals which motivate the day-to-day actions and decisions of top executives and everyone in a supervisory position.

Ten years ago we tried to set down the long term objectives of our Company. Out of this effort came a short simple aim which now hangs on the walls of every one of our plants and offices. It reads:

##### OUR AIM

To build a company which gives greater security to its people . . . This means making our company —A better place to work —A better neighbor in the community —A better company to sell to —A better company to buy from —A better company to invest in To achieve this Aim we must find for everything we do—a better way.

Our ambition is to be a success in every one of these requirements. Often we hear someone designate this or that company as a "success." If that someone is a broker, the characterization often has to do only with the stock and how it has behaved marketwise. To other people it means how fast the company is growing. To you and to me, a successful company is one that gives its people—those people who work for it and its stockholders—more security than other companies give.

If I were to take a job with any company, I would want the answers to such questions as these:

Can I expect steady employment? Will my pay envelope fairly reflect my individual contribution?

What kind of men will hold the boss

positions above me? Will they be men who will strive constantly to improve working conditions and lighten each job as far as it can be lightened?

Will I be happy working for this company, and very important, will my family feel proud of my connection?

These questions you will observe, are all human ones. We are trying to build a human business.

#### Employer's Rating Must Be Earned

Management has always known the importance of right people in plants and offices. But never before has it been so fully recognized that to attract the right people we must "rate" them. No employer can take this for granted. His rating is something that must be earned. Fortunately, this is neither impossible nor too difficult, once the responsibility is recognized.

To rate the best personnel we must give a maximum of the things we would want, were we in our peoples' jobs. These are things which make one plant a better place to work than another.

Our ambition is to have every one of our plants so humanly managed and so equipped that when someone says, "I work at the Brake Shoe plant," people will comment, "I hear that's a good place to work," or, "There is a fine spirit there, I understand," or, "I'm told they stand by their people if they get in serious trouble," or, "That company seems to be really interested in its people and in the community."

My feeling is that if we can rate such comment in the community, we will rate its best people as employees.

These two fundamentals—our aim and "rating" the right people—are the basis on which all other management decisions must be made.

Such a course sets high sights for every decision. It makes us conscious that we need not only improved working conditions, but the best possible working conditions. It means our research objectives and engineering must

be "tops"—better than our competitors. It means our product must be constantly improved for better service to our customers.

And in the long pull, what proves good for its people will prove good for the company, because its people are a company's most important asset.

#### "MIDDLEMAN"

from Page 12

citizen of our American democracy, is presently recognized, and the knowledge by management that he is no longer a beast of burden to be herded and driven at his tasks makes of industrial relations as essential a phase of modern American industry as is technology itself. Every wide-awake employer today realizes that, if anything, harmony on the production front even supersedes technological savvy—that without it, he is immediately confronted by labor trouble and all of its natural repercussions—a strike, loss of business, and possibly even eventual bankruptcy.

This makes the foreman anything but a petty company official. He stands at the focal point of daily contact between management and men, and his responsibility, individual as well as collective, to keep that contact, as free as possible from friction is one which no sensible employer is ever prone to take lightly.

#### Definitely Part of Management

Under the circumstances, it is inconceivable that there ever should have been any doubt in anyone's mind—especially his own—as to the actual status of the foreman as an integral part of management, that it should have been necessary to locate and define that status by act of legislature.

But indeed there was a time, prior to the enactment of the "Taft-Hartley" labor law, when the foreman was not only the middle man in point of



New officers of the Carborundum Foremen's Club, Niagara Falls, left to right, seated: Vice President Donald Smith, President Hartley Eaton, and Secretary William Ruffner; standing: Director George Murphy and Treasurer Walter Scott. Absent from picture: Directors Gordon Ball and Carl Williams.—Courtesy "The Carbo Wheel".

professional performance but was also "in the middle" psychologically, as a result of efforts to unionize him—a situation which, in exchange for a modicum of protection as a "working man" (which he was not), crippled him in the exercise of his normal function as a supervisor of labor (which he was).

To the extent that the foreman yielded to temptation, his personal integrity was lost in the shuffle and he was left standing in the middle—this time of a muddle. Once he became a member of a union, he was no longer looked upon as a trustworthy character by either side. As a union man, he was not trusted by the union because of his allegiance to management, and as a foreman, he was no longer trusted by management because of his allegiance to the union.

That this situation should have sprouted so much as a pin feather is one of the more grotesque effects of the post-war era on industrial relations. But happily at least, it was one which was quickly resolved by the passage of a Federal law.

In the light of what was developing to becloud the industrial picture, one of the healthiest accomplishments of the National Labor-Management Relations Act ("Taft-Hartley" law) was to clarify the position of the foreman and establish him as what he is in fact—a man of management, the middle man between top management and the labor force—a friend not only of the employer but also of his immediate subordinates.

Today the foreman is universally recognized as wearing the badge of management. His unequivocal function is to manage. Heading the particular group or department to which he is assigned as supervisor, he is truly an official of the company paying for his services as are any of his superiors.

#### Tact and Talent Needed

With his status now definitely established by law, the foreman finds himself today in an ideal strategical position to do most for the game in which all of us are vitally interested—production—the further enhancement of our national standard of living through developing a richer spirit of teamwork between labor and management throughout industry.

The good foreman must of necessity be a good taskmaster, because it is up to him and him alone to keep the wheels of production humming. This is his official task. However, with intangibles as well as tangibles to reckon with, he must bear constantly in mind the fact that there is a world of difference between the words "official" and "officious." Human tact must match his talent for production if he would realize maximum efficiency in combining the potentialities of men and machines. As middle man between the two, he must base his every consideration upon the welfare of the worker as well as upon the welfare of the employer.

It takes brains—real brains—to be

a good foreman. But that is not enough. He must also be a man of character, of high personal integrity. He must be philosopher enough to know the common sense of the Golden Rule and psychologist enough to apply it effectively.

The latter should not be too hard for a foreman, as he himself has in most cases risen directly from the ranks of his immediate co-workers and, if only he will bear this fact in mind as he goes about dealing with people, he will never demand of those under him something he himself would not be more than willing to do had he not risen to the position of foreman.

#### No Call for "Yes-Men."

To be perfectly realistic, plant policies cannot be wholly ignored. But this does not mean apple-polishing. The good businessman is generally an honest man and does not expect his foremen to be "yes-men"—right or wrong. As boss, he expects—and has the right to demand—that his middle man shall keep him faithfully informed about conditions in his department, bad as well as good. But the foreman who expects to advance to a higher position will do well to bear in mind that chiselling his subordinates in order to save money for the boss is just as futile as trying to stop a clock in order to save time.

On the other hand, management willing to put its foremen in the middle in order to save its own face is guilty of lending itself to one of the major causes of labor dispute. Top management, we have every right to expect, will be wise enough to take its foremen into its fullest confidence as to policy and expected administration. Thereafter, management must stick by its confessions and edicts down along the entire line. If the rule of "No Alibis" is to apply to foremen in the exercise of their duties, it must apply with equal force to higher supervisory in all of its contracts with foremen.

In a word, no buck-shoving. If the records were available, they would prove beyond a shadow of doubt that the practice of buck-shoving has cost American business more bucks than any other mal-practice.

If management is to be successful in attaining really top production—which can be accomplished only by establishing a complete unity of purpose from the front office to the machine floor—the highest officials who constitute that management will have to recognize the truth in the proverb that "a chain is no stronger than its weakest link." More, they will recognize foremanship, not even as a weak link, but as one of the very strongest in the chain of command. This being true, top management's top talent should be devoted to keeping that link strong. The foreman, in order to be effective in his office, must gain, build and retain the respect of his subordinates—and this he can never do if he is constantly put to it to pass along to the workers fabrication in place of truth, hocus-pocus in place of honest dealing.

When top management lies to its foremen about the actual status of the company, they are placing him in the position of lying to their workers. In such a circumstance, only the worst labor-management relations will develop within the shop or place of business. It is therefore imperative that the foreman, located at the actual point of contact with the working force, be made a channel for the truth of company labor policy. Given this bond of faith and confidence, together with his badge of office, the foreman is in the ideal position to realize the healthiest of human relations within his department. Close enough to the actual job at hand to experience the very conditions under which his people work, he is naturally prepared to interpret what those conditions are and, when granted the required authority, to improve them in the interest of more perfect teamplay; close enough to the workers to speak their language and read their minds, he is set to understand their individual problems, where higher supervision is not. As the workers' true friend—if he is, and he should be—he is in the ideal position to hear their complaints and act upon their reasonable requests.

#### Confidence Breeds Confidence

Bad management—and unfortunately there is some of that around—is directly to blame for poor foremanship, hence unhealthy labor relations and low production records. Where subterfuge marks all dealing of top management with shop supervision, the spirit of blundering inefficiency and human discontent permeates all production departments. In too many companies the foreman is little more than a glorified, underpaid worker—or pussyfoot—with a title and no authority.

Good management—and fortunately there is much of that around—greets and treats the foreman as the man he really is. Expecting him to manage, his superiors make sure that he has full authority to do so. More, they see to it that he is compensated with a salary in line with his authority.

Excellent as much of our industrial management actually is today, there is nevertheless plenty of room for widespread improvement, especially in our smaller plants and businesses. Surveys reveal that many a foreman receives only a few pennies more than is paid to the average of his subordinates. Such a condition smells to high heaven. A foreman who does not receive at least 25 per cent above his highest-paid subordinate should certainly not even be classified as a foreman. To such a sorry incumbent, his title means little or nothing. No intelligent worker is interested solely in titles. To such a man—and only a foreman of intelligence can be of any earthly use to industry—there must be incentive. And that means money—for no greater incentive than money has yet been invented in America.

Obviously any self-respecting company expects and requires the full confidence of its foremen. The best way

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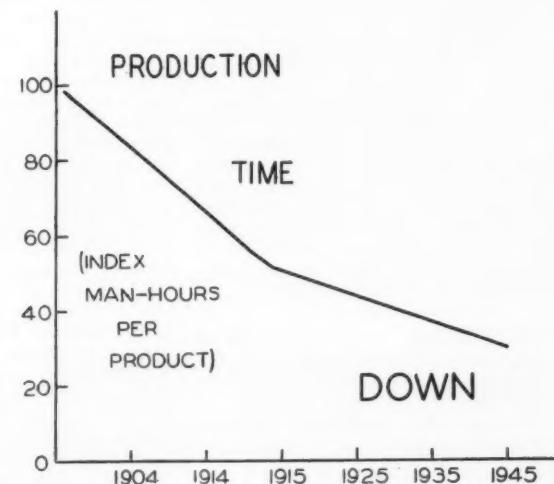
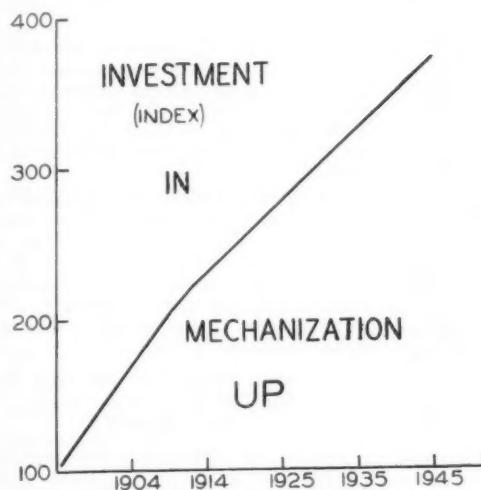
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MANAGE

## Management Men:

### INCREASE PRODUCTION BY PROVIDING YOUR PRODUCTION WORKERS WITH THE TOOLS OF INDUSTRY



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#### TIME SWITCHES

The application of Sangamo Time Switches to processing machinery, lighting installations, and other functions where it is desirable to control automatically an electric circuit on the basis of time, is frequently the answer to the requirement of industry for automatic control. Sangamo is a leader in this field and a complete line of time switches is at your disposal.

#### CAPACITORS

If your business is the manufacture of radios, television sets, or electronic control equipment you will be interested to learn that recently expanded production facilities make Sangamo an increasingly important source of supply in mica, paper, plastic molded, and electrolytic capacitors. The design of Sangamo Capacitors will meet or exceed the most stringent requirements of electronic applications.

#### TACHOGRAPHES

Chances are your firm operates one or more trucks. A Sangamo Tachograph is a recording speedometer which provides a graphic record of speed, mileage, and stops, thus giving to management a complete picture of the daily operation of a vehicle. Installed on your trucks, Tachographs will help to reduce operating costs and increase safety. Maintenance costs and "down" time will be lowered.

#### WATTHOUR AND DEMAND METERS

Frequently power costs can be reduced while plant efficiency is increased by the improvement of your plant's "load factor." This can be done by the combined use of Sangamo Watthour and Demand Meters. Knowledge obtained by reading the meters may enable you to keep the power demand low in proportion to the energy required. The end result: Increased productivity through better power distribution.

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to have full confidence in them, and the best possible expression of company confidence is a system of adequate rewards for performance. What is even more important is that such a system has a double-action effect: (1) it develops managerial solidarity and loyalty all along the line, and (2) it encourages hourly workers to strive for promotion.

The laws of competition are quite as constructive and wholesome within an industrial organization as they are in our total economy. Intelligent men, whether they be hourly workers or department supervisors, don't work merely for the fun of it. Forever present is the healthy ambition to wear better clothes, eat better food and live in better houses. And where substantial rewards for excellence are in sight, men cannot help but develop superior proficiency in the quest.

Therefore, better positions and better pay invariably build better foremen. And it is essential, in the interest of getting the most out of our stupendous industrial potential, to effect constant improvement at the point where practical efficiency originates—the gear which links management and men in dynamic enterprise—the foreman on the job—industry's MIDDLE MAN.

**WASHINGTON** *from Page 5*  
was not subject to the provisions of the Wagner Act as amended by the "Taft-Hartley" Act. In other words, this legislation specifically recognized foremen and supervisors as a part of management.

Today then an employer need not bargain collectively with an organization of supervisors. It is not "an unfair labor practice" as defined in the Act if an employer fails or refuses to bargain. In this connection it is important to remember that the "Taft-Hartley" Act does not prohibit collective bargaining by an organization of supervisors. Nor does the legislation make it unlawful for a foreman to become or remain a union member. Such organizations and their members simply have no standing before the Board.

Today the supervisor is management. The opportunity has been provided to weld together more closely all levels of management throughout American industry.

**WE, THE READERS** *from Page 25*  
plant who had accidents showed that every one of them had defective eyesight. A similar survey, based upon their ability to read, would certainly bring out startling facts. Even though education be a prerequisite for future employment, we cannot ignore these people now on our payrolls. They can be educated in safety through their subconscious minds.

Look at it this way. Would you deliberately hold your finger over a burning match? Isn't it true that when you begin to feel extreme heat your subconscious mind causes you to withdraw your hand? When you were a baby you had no fear of fire because you did not know what it was. You burned yourself several times before

you finally associated fire with pain. At that point your education for self preservation began and your subconscious mind began to function as a protective agent.

As you advanced in years you acquired more knowledge. Your subconscious mind kept pace. In many respects our subconscious brain develops faster than our conscious brain. Consider how early in life it took over the job when we learned to walk. Are you conscious of each step when walking, or the physical effort needed at all times to keep yourself in balance? No, of course not.

I am not trying to tell you that you must have a worker hurt himself often enough so that his subconscious mind automatically takes over the job of protecting him. But I do say that you can make him conscious of the danger parts of any machine. The method is simple: Have him point out to you the danger points. If he doesn't do a complete job, then you can coach him on the others. Do this often enough and you will find that he will automatically give you full and complete information about these danger points of his machine. Sure it's work! But wouldn't you rather work just a little harder for a short period than have one of your workers hurt? I firmly believe that a program of this sort will pay dividends. I believe that the subconscious mind can do more to protect many of our people than any other safety program.

We were born with two brains—let's use both of them!

Sincerely,  
W. C. Walker  
General Box Company  
Louisville, Kentucky

P.S. For years I have been trying to find a guard for our multiple spindle boring machine without success. Possibly some reader of MANAGE will have the answer.

## NAF CALENDAR

Sept. 11	4th Annual Foreman-Manager - Personnel Conference	Marshall College Huntington, W. Va.
Sept. 23-25	25th Annual Convention, National Association of Foremen	Philadelphia, Pa.
Oct. 2	Area Regional Conference	Seattle, Wash.
Oct. 16	Regional Conference, Southern half Zone A, in conjunction with University of Cal. at Los Angeles	Los Angeles, Cal.
Oct. 18	Management Unity Seminar	Dayton, Ohio
Nov. 18	Area Regional Conference	Louisville, Ky.
Dec. 1, 2, 3	Board of Directors Meeting	Buffalo, N. Y.
Dec. 4	Area Regional Conference	Buffalo, N. Y.
Sept. 22-24, 1949	26th Annual Convention, National Association of Foremen	Detroit, Mich.

The right to strike is beginning to seem much less important than the right to work.

## BIGGEST SALES JOB

*from Page 17*

from sun-up to sun-down. The American worker today produces ten times as much as did his great grandfather and works 40 hours a week.

The tools do 90% of the nation's work: that is why some 15 million American production workers can produce as much as the rest of the world put together. The ownership of these tools have made great fortunes for a handful of people: but they made life better for all of our millions of people. The great ethical question of our age is whether or not it is decent for people to become rich through the ownership of tools.

Before the Communists set out to undermine the American private property system by gaining enormous control over our textbooks, our newspaper personnel, our movies and theatrical productions, it was not a crime to be rich.

George Washington was probably the richest man of his day; Henry Ford, Thomas A. Edison, the Harrimans, the McCormicks and many others grew rich through creating and supplying new tools and better products. But today financial success has been made a social crime.

## It All Boils Down To: Who Gets How Much For Doing What Under Our System?

There are only two reasons why people are paid money: first is for working and second is for supplying tools used by those who work. Payments for the first function are called labor payments; payments for the second function are called rent, royalty, dividends and interest. What is the relative size of these types of payments? It is amazing that so few people take the trouble to look at the simple facts. The government publishes them regularly but no one seems interested in looking at them.

In 1946, for example, 89% of the national income was paid to people for working: this is the official labor payment total published in the Survey of Current Business. This left 11% for the people that supplied tools to workers who had none.

Now there is no doubt that the tools are responsible for  $\frac{1}{10}$  of the production—or put another way, without modern tools America would produce less than  $\frac{1}{10}$  of the present goods and services. Yet the workers receive ten times as much as the people who supply the tools. Isn't it ridiculous for the so-called "friends of the workers" to attack a system that gives the worker  $\frac{1}{10}$  of the product when he is responsible for only  $\frac{1}{10}$  of the production?

At this point, these self-selected economic architects who want to remodel our system might say: "But labor payments include salaries, and are concentrated at the top."

Let's see if they are. In 1944—which is pretty typical—89.8% of all salaries

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AGE

# Meet the Voice of "YOUR LAND AND MINE"

EVERY Monday and Friday, as day turns to evening, a voice is heard throughout the land.

It is the voice of Henry J. Taylor—well-known author, successful businessman, newspaper writer and world commuter. In seeking the truth back of things, Mr. Taylor has spent a lifetime studying who and what make news, anticipating trends, analyzing events.

With his background as a student of government and international affairs, he became an outstanding war correspondent. As a postwar radio commentator, he toured Europe intensively, interviewing the little people as well as their political leaders.

Mr. Taylor's penetrating analyses reflect good, grass-roots American thinking. He is unhappy without the truth, which he uses to cut through today's fog of fear and misunderstanding.

You can hear him talk of many things, of people, places, vital current events. Sometimes you may not agree with him. Always you'll find him interesting and clear.

General Motors presents Henry J. Taylor's straightforward comments on Monday and Friday evenings over some 450 Mutual and other stations. In a few cities his program is carried on other evenings. Check your local newspaper for your station and time. Then settle back to welcome a friend into your home  
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AFTER A SUCCESSFUL BUSINESS CAREER, Henry J. Taylor delved into political science and economic studies—and reported his work to the world in newspapers, magazines, books, motion pictures, and on the radio.



OUT OF HIS KNOWLEDGE of people and places, national and international affairs, Mr. Taylor has written such best sellers as "Men and Power," "Time Runs Out," "Men in Motion."



AS A ROVING WORLD COMMENTATOR, Mr. Taylor was the last American to leave Nazi Germany before Hitler declared war on us.



AFTER YEARS of commuting to Europe—and warning of the outbreak of war—he became a war correspondent who traveled 150,000 miles through 32 countries and on many battle fronts.

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NO CASUAL AIRPLANE-HOPPING for Mr. Taylor on his last post-war tour of Europe. He drove an automobile 5,000 miles through England, France, Belgium, Germany, Holland, Switzerland, Italy, Greece—talked to the housewives, shopkeepers, farmers and businessmen, as well as men in power.

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# Safe Movement OF MEN AND MATERIALS



You get underfoot protection when you install Inland 4-Way Floor Plate. This modern skid-resistant steel flooring provides built-in safety wherever feet or wheels must go . . . floors, walkways, ramps, platforms, steps. **INLAND STEEL CO., 38 S. Dearborn St., Chicago, Ill.** Sales Offices: Chicago, Davenport, Detroit, Indianapolis, Kansas City, Milwaukee, New York, St. Louis, St. Paul.

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**4-WAY FLOOR PLATE**

and wages were paid to people receiving less than \$5,000. Six and one half per cent was paid to people receiving between five and ten thousand. Two and three tenths per cent went to people receiving between 10 and 25 thousand. That left 1.4% for people receiving more than 25 thousand. That was before income taxes. After taxes the salary payments to this class amounted to four tenths of one per cent.

The next charge of the reformers is that dividends, rents, royalties and interest are concentrated at the top.

Let's start with interest and dividends. Here we find that people receiving less than five thousand dollars per year got 69.4% of interest and dividends. The five to 10 thousand bracket got 7%. The 10 to 20 thousand bracket got 8.8%. The 25 and up bracket got 14.8%. It might be said that 14.8% is too much but that was before income taxes. After income taxes it was only 4.2%.

Looking at the distribution of rents we find the following: Those receiving 5 thousand or less got 83.1%. The 5 to 10 thousand bracket got 7%. The 10 to 25 thousand bracket got 5.8%. The 25 thousand and over bracket got 4.1% before income taxes and 1.1% after taxes.

These figures, which have been compiled by the Bureau of Economic Research of the University of Notre Dame, leave the professional bleeding-hearts with no arguments.

I showed these figures to a rather apologetic capitalist the other day, and he brightened up like a schoolboy who unexpectedly passed an examination.

"Why," he said, "those figures are good."

"Good," I replied, "they are dreadful."

And they are dreadful. They show a basic failure in our economic structure—a failure that is taking a tragic toll of our material welfare. It may seem all right from a warped viewpoint, to soak the rich, but the process heavily penalizes the worker.

## Good Profits Will Allow Us To Increase Our Supply Of Tools

Figures such as I have just given you are responsible for the economic cannibalism that has been practiced in America ever since 1930. Our stock of tools—those precious tools that determine the productivity and welfare of the worker—was allowed to dwindle for the first time in all American history. The decade of 1930 to 1940 was the first during which our stock of tools did not increase. During that 10 year period 25% of our tools of production were allowed to wear out without being replaced. The period since 1940 has not seen nearly enough increase to make up the loss. The war took its toll and skimpy profits took theirs; moreover, the war years brought a more rapid pace in population increase.

In January, 1930, America's stock of tools per capita of population amounted to \$1646. In January, 1946, this had shrunk to \$1302—less than in 1909.

Instead of calling low profits "good"

**MANAGE**

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## Rayon suits them all

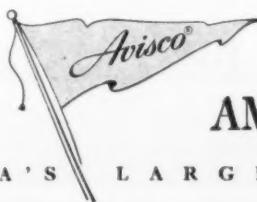


Hot summer days and evenings no longer need to be sticky, wrinkly, puckery. Makers of men's summer suit fabrics cooperating with engineers of American Viscose have developed a variety of new fabrics which solve the problem.

They have engineered man-made rayon fibers to suit cool, light open-weave fabric constructions. Applying proper know-how, they have aided in giving rayon permanently wrinkle-resistant finishes that lie flat in lapels,

drape smoothly across shoulders, hold their press, and dry-clean perfectly.

Add to these advantages the other well-known qualities of properly engineered rayon fabrics—smoothness, pliancy, moth-resistance and the ability to dye and cross-dye magnificently. Then ask "What price these splendid rayon summer suitings?" Easy on the purse, sir. *Easy!* American Viscose Corporation, 350 Fifth Avenue, New York 1, N. Y.



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AMERICA'S LARGEST PRODUCER OF RAYON

**Congratulations**

*-- and a lot of good luck --*

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**The Gates Rubber Co.**

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Manitowoc  
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•  
Manitowoc, Wisconsin

DURKEE FAMOUS  
FOODS



and apologizing for the relatively high profits of 1947, we should say: "At least we have had one year that may encourage a new interest in tool investment."

Since 1930 there have been only three years when corporate dividends exceed 6% of the national income and the highest was 7.1%. In 1947 they may run 10%.

What's wrong with that? During the five years ending with 1946 they have averaged about 3%. That cannot be called "good" by anyone who realizes the complete dependency of modern man on more and better tools.

Is it any wonder that thrift and self-denial are no longer popular virtues in America? To get our tools per capita back to the 1930 level we need more than 53 billions of dollars having the 1929 value: (this probably means 75 billions of 1948 dollars).

Where is it going to come from?

Why is it going to come?

Only because there is a chance of the owners getting an attractive return?

Is it going to come?

That depends upon public opinion concerning payments for the use of private property.

And that depends a great deal upon what the American people are told about the private property system.

#### PRATT & LETCHWORTH

*from Page 35*

during the exposition which we hope will bring new organizations into the NAF before the third area conference to be held in the late fall.

#### "Despatch Shops" Were NAF Club Guests

Despatch Shops, Inc., of Rochester, an affiliate of the N.Y.C., became interested in NAF and due to the experience of the 1848 Club, plus the efforts of both managements and Alan Thompson, had formed an NAF Club in 1947. They came up in a body to participate in the celebration and go through the Pratt & Letchworth plant.

At the celebration dinner that night, copies of the **BUFFALO EVENING NEWS** were distributed—they carried an excellent front page story of the

events in the magazine section which circulates to nearly 200,000.

Despite the length of the program, Fred Smith, NAF speaker, held the 700 present enthralled for the better part of an hour. If you have never heard Fred, you have yet to hear the best speaker in the NAF.

As a climax, diplomas were presented to six employees who this year completed their courses with the New York State Apprentice School, standards of which are very high. The Club has a scholarship fund and this particular effort is in the hands of a com-



NAF Code of Ethics banner occupied a prominent place in the exhibit.

mittee. Another scholarship offer is now being prepared.

#### Open House

Planned and carried out successfully by a large committee of 1848 Club members, the families of employees were invited during certain periods each day of the week following, to an open house event. This proved so interesting that it is planned as a yearly event.

This centennial celebration was a great developer of good relations. The Company credits these happy results mainly to splendid cooperation of "Men of Management", Club 1848.

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**SCHULTZ DIE CASTING CO.**

1810-16 Clinton St.

Toledo, Ohio

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*Makers of*  
**Automobile bodies and assemblies**  
**Automobile passenger car, bus, truck and  
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**Agricultural implements**  
**Knock-down highway trailer bodies**  
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DIVISION OF NASH-KELVINATOR CORPORATION

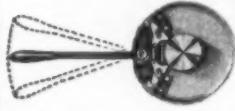
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New Mitchell clamp-on semi-automatic directional signal switch designed especially for trucks.



A. United oil bath air cleaner designed especially to protect Diesel engines.



Mitchell built-in type semi-automatic directional signal switch used in passenger cars.



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Popular United type oil bath air cleaner for trucks. Mounted directly on air horn of down draft carburetor.



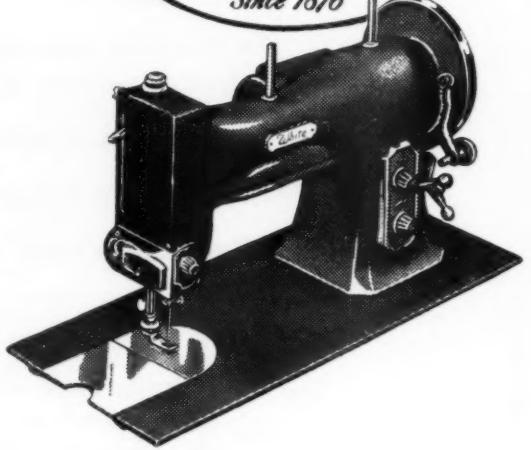
This United oil bath air cleaner gives real dust protection to small engines.

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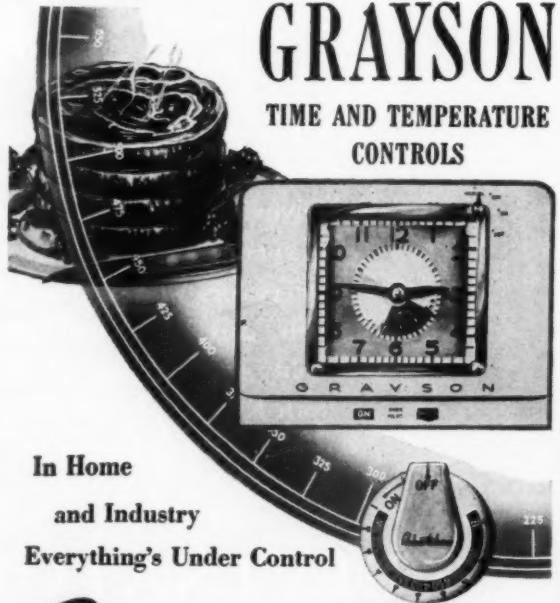
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## DEVELOPING MANAGERS

from Page 27

The comments of the participants at the recess showed that it clicked. "I'd rather have that fellow on my side than against me" . . . "His remarks make sense" . . . "That's the simplest and best talk on foreman legislation I've ever heard."

The afternoon activities conclude with "A Means of Achieving Unity in Management in An Industrial Plant" in which two men describe the Personnel Approach through training and the Economic Approach through a better understanding of our industrial and world economy. The first speaker points out that unity means recognition of problems, teamwork, and confidence and can be achieved only by understanding and a willingness by top and first-line management to pay the price of time and effort in order to bring it about.

The second speaker uses graphs and charts to show the changes that take place in leaving the worker area and becoming management men and the continued mental development that is essential. Through a light exhibit he demonstrates that industrial economics

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**HENRY DISSTON & SONS, Inc., Tacony, Philadelphia, Pa., U.S.A.**



Bud Warner and Charles Fike during "Gay Nineties" party of Lenawee County Management Club, Adrian, Michigan. Club officials were waiters.



B. A. Hodapp, NAF president, installs new officers of M&R Dietetic Management Club, Columbus, presenting each a candle symbolic of light of leadership."

is of common, vital interest to all areas of management and shows clearly how management functions, producer functions and consumer functions. All these are correlated in industrial economics. In answer to a question raised by Fred regarding NAM, SAM and AMA, he points out that notwithstanding the essential work done by each association, they are limited by the level of management with whom they deal—top or middle. He points out that NAF is the only organization capable of filling the void in terms of an association which brings all levels of management into a close harmonious working relationship. . .

That night, Al and his friends start out to see what makes Dayton "tick" but Fred has dinner with one of the staff and they shoot the breeze afterwards in Fred's room.

"Well, what do you think of today's program, Fred?"

"I've got to admit it runs like a clock and each speaker seems to be tops in his field."

"Did you get a chance to ask any of the questions you had on your chest?"

"Oh, I suppose so but I didn't feel like asking many because I wasn't quite sure what it was all about . . . besides a lot of them were raised to the leader by the fellow up front. They were ones I wanted to know

about. I'm still a little mixed up."

"Fred, on Thursday we'll have a panel discussing 'Diagnosing and Solving Management Problems in Human Relations' and using actual cases from industry and clubs around the country. Then, on Friday, if it's agreeable with you, we'd like to have you and Al present your industrial plant problem for discussion."

"Wait a minute—I don't want to work on anything with Al."

"Okay Fred—remember, this is a voluntary proposition and we don't embarrass anyone. Think it over and if you change your mind let me know Wednesday or Thursday." . . .

#### TO BE CONTINUED

(Next month we'll follow through the rest of the Seminar with Al and Fred. Do they get together? What do you think?)



"A stitch in time" did not save them from pain as the needle found its "mark" when women entered pants-patching contest—Joy Management Club picnic, New Philadelphia, O.

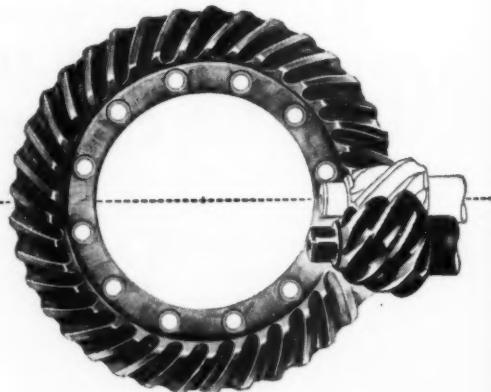
## GEARED TO PROGRESS with management teamwork

**HYPOID** Gearing for medium and heavy-duty trucks is one of the great advances in postwar automotive design.

First a tough engineering problem and then a tough production problem, both were solved by management teamwork—from foremen to president.

Today, Hypoid Gearing is in high-volume production in Timken-Detroit plants. More important, it is in *big-quality* production.

Management is proud of this new Timken-Detroit "first"—proud it is making such an important contribution to lower ton-mile costs on American highways.



## TIMKEN *Detroit* AXLES

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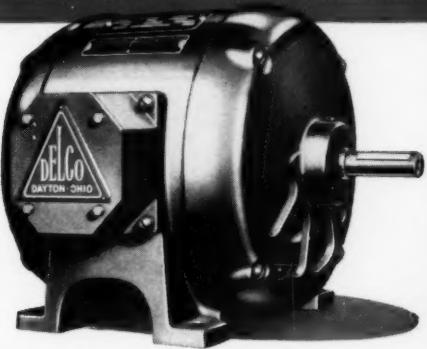
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MANAGE

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to  
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**OPEN FRAME BALL BEARING** — This frame is compact, rugged, and allows a large volume of cooling air to flow through the motor. The accessibility of all parts makes this type motor popular with maintenance men. It has proved most satisfactory for general popular applications where dust and dirt are not important factors. Now available in frame sizes 203 through 365 inclusive.



**TOTAL ENCLOSED BALL BEARING** — This exceptionally strong frame is desirable in locations where dust and dirt in the air cannot be controlled. Now available in frame sizes 203 through 225 inclusive.



**TOTALLY ENCLOSED FAN-COOLED BALL BEARING** — The ideal motor frame to protect motor windings and rotating parts in atmosphere laden with injurious particles—iron dust, foundry sand, etc. This type now available in frame sizes 204 through 505 inclusive.

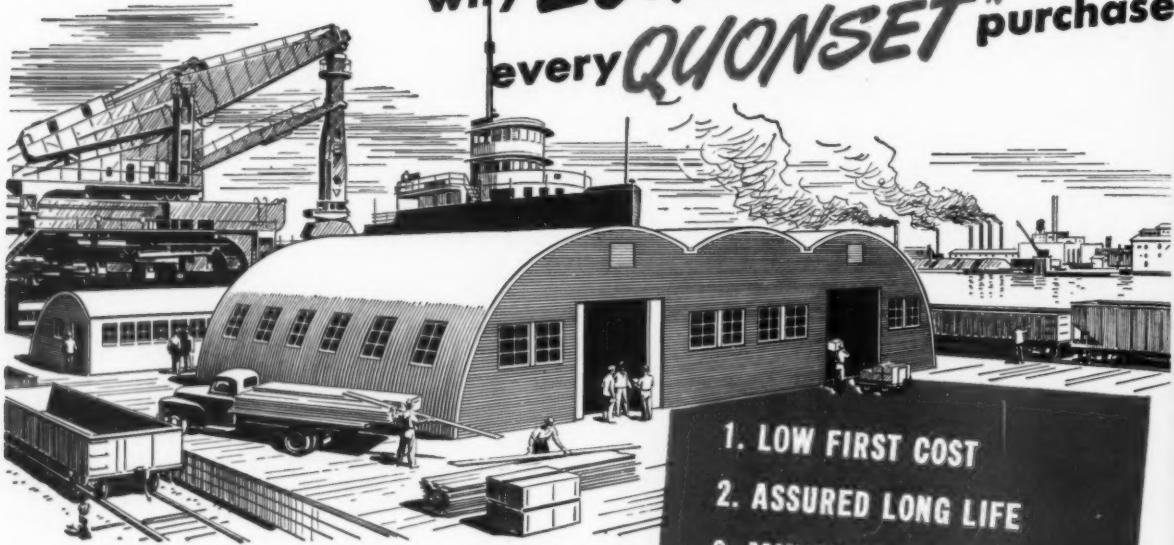


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ble by the patented nailing groove in every framing member. If the interior is to be finished or partitioned, the collateral materials can also be *nailed* to the Stran-Steel framing. Your Quonset goes up fast—gets you in business sooner at less cost.

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